

## **Compete Caribbean Partnership Facility – Support to OECS Business Registries, Digitalization Technician RG-T3520**

### **Background:**

According to World Bank (WB) Doing Business (DB) Reports, 2015-2019, the six OECS Member Countries supported by CCPF<sup>1</sup> have not moved significantly towards best practices for the *Starting a Business* indicator (i.e., only marginal improvement in DB Scores/Distance to Frontier (DTF))<sup>2</sup> and have declined in performance when compared to other countries (i.e., a decline in Rankings), except for Saint Lucia. Antigua and Barbuda experienced the most significant decline in ranking (29 points) as the country's Starting a Business ranking fell from 102 in 2015 to 131 in 2019.

Over the period 2010-2017, two regional projects supported by the World Bank and the 10th European Development Fund (EDF), began the automation of business registries in participating CARICOM countries. The projects installed the back-office/internal module of an Online Company Registration System (OCRS), but, thereafter, the automation process has stalled in most of the participating CARICOM countries, except Dominica. Where installed, the back office/internal module was not put to full use; and most of the participating countries had not requested the installation and operationalization of the important external customer-facing e-filing module or the establishing of interfaces to allow sharing of data with the other agencies that are important to the business registration process (e.g., inland revenue, social security, international business companies' registry). The major issues, which stalled the automation process are: (i) the need for changes to the legislative/regulatory framework to support automation; (ii) limited financial resources to digitize hard copy data<sup>4</sup>; (iii) limited access to post-installation support services to assist countries with resolving problems encountered in the testing and roll out of the internal module<sup>5</sup>; (iv) limited IT skills among staff of the business registries and very thinly spread centralized IT support departments; and (v) hardware limitations in the case of one non-OECS country.

Compete Caribbean is interested in sourcing the services of an experienced digitization technician to assist the Government of Saint Lucia, in the first instance, with the digitizing of hard copy data at its business registry - Registry of Companies & Intellectual Property (ROCIP).

**The Team:** The purpose of CCPF is to support the region in driving competitiveness and sustainable economic growth. The program focuses on: (i) supporting firms to grow, innovate and enter new sectors and markets; and (ii) promoting an environment that enables innovation and growth. More specifically, the CCPF's objectives are to:

- (a) Increase productivity in firms
- (b) Increase employment, particularly for women and vulnerable groups
- (c) Generate and sustain exports within and outside the region

<sup>1</sup> These are Antigua and Barbuda, Dominica, Grenada, St. Kitts and Nevis, Saint Lucia, and St. Vincent and the Grenadines.

<sup>2</sup> The DTF score for Starting a Business has improved only marginally for the six countries: Antigua and Barbuda (81.61 in 2015 to 81.74 in 2019); Dominica (from 89.27 in 2015 to 89.39 in 2019); Grenada (from 86.70 in 2015 to 86.71 in 2019); Saint Lucia (from 88.62 in 2015 to 89.18 in 2019); and St. Vincent and the Grenadines (from 86.70 in 2015 to 86.87 in 2019)

<sup>3</sup> The movements in ranking were as follows: Antigua and Barbuda (from 102 in 2015 to 131 in 2019); Dominica (from 63 in 2015 to 69 in 2019); Grenada (from 80 in 2015 to 85 in 2019); St. Kitts and Nevis (from 87 in 2015 to 95 in 2019); Saint Lucia (from 72 in 2015 to 70 in 2019); and St. Vincent and the Grenadines (from 80 in 2015 to 88 in 2019)

<sup>4</sup> This cost is substantial and was not provided for under the World Bank and EDF initiatives.

<sup>5</sup> Only limited post installation support was provided from the World Bank or 10th EDF. The countries' public sector IT Units also have limited human resources and the countries had not included Service Level Agreements (SLAs) in their national budgets. Limited IT Unit capacity and budget for the maintenance of IT systems has also meant that tasks such as testing the back-up cloud-based services and maintaining Secure Sockets Layer (SSL) certification for the business registry websites (to reduce likelihood of hacks) are not performed in a timely manner.

## Terms of Reference

(d) Foster sustainable and inclusive economic growth

### What you'll do:

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

- Set up a fully resourced digitization and secure facility to carry out the scanning and data entry of the records.
- Conduct a rapid review of the type and condition of documents to be scanned and perform quality assurance tests using samples and the guidelines provided.
- Prepare an Inception Report, which details the results of, and observations made during the quality assurance tests; the final workflow; and a Work Plan for completing the assignment.
- Digitize records, perform quality checks and data validation, and populate database according to the Work Plan.
- Prepare three (3) progress reports and one Final Report that (i) details the progress made with the digitization of the records; (ii) evaluates the completeness and accuracy of the database populated; and (iii) makes recommendations for improving the speed and quality of digitization process.

### Deliverables:

The consultant will be responsible for the delivery of the following products:

- A draft Inception Report inclusive of the workplan, within 14 days of contract signing.
- Finalized Inception Report within 1 week of receipt of comments from ROCIP and Compete Caribbean.
- Progress Report 1 verifying scanning of 25% of the pages, and the completeness and accuracy of data-entry completed.
- Progress Report 2 verifying scanning of 50% of the pages, and the completeness and accuracy of data-entry completed.
- Progress Report 3 verifying scanning of 75% of the pages, and the completeness and accuracy of data-entry completed.
- Draft Final Report verifying scanning of 100% of the pages, and the completeness and accuracy of data-entry completed.
- Revised Final Report within 1 week of receipt of comments from ROCIP, IT support staff, and Compete Caribbean.

### Payment timeline:

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.

<b>Payment Schedule</b>	
<i><b>Deliverable</b></i>	<b>%</b>
1. Finalized Inception Report	10%
2. Progress Report 1	20%
3. Progress Report 2	20%
4. Progress Report 3	20%
5. Revised Final Report	30%

## Terms of Reference

<b>TOTAL</b>	100%
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### Skills you'll need:

**Education:** Bachelor's degree or equivalent and two years of relevant professional experience, or the equivalent combination of education and experience, in Information Technology and/or Administration.

**Experience:** • At least 5 years of experience with digital photography, and digital image processing.

### Core and Technical Competencies:

- Ability to work both collaboratively and independently
- General proficiency with computers
- Attention to detail
- Ability to handle old and fragile records carefully

### Opportunity Summary:

- **Type of contract and modality:** Products and External Services Contractual, Lump Sum
- **Contract duration:** Twelve months from the start date including approximately 200 non-continuous working days.
- **Place(s) of work:** External consultancy which will be developed at the place of residence of the contractual. 100% of the consulting time will be spent on the ground in Saint Lucia.
- **Responsible person:** Michael Hennessey, Private Sector Development Specialist, Competitiveness and Innovation Division (IFD/CTI).
- **Requirements:** Candidates must be individuals from any IDB member country or non-IDB member countries recognized by the Donors of the Compete Caribbean Partnership Facility as eligible.

**Our culture:** Working with us you will be surrounded by a diverse group of people who have years of experience in all types of development fields, including transportation, health, gender and diversity, communications and much more.

**About us:** At the Inter-American Development Bank, we're devoted to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48 member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

**Payment and Conditions:** Compensation will be determined in accordance with Bank's policies and procedures. The Bank, pursuant to applicable policies, may contribute toward travel and moving expenses. In addition, 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.

**Diversity:** The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, and religion. We encourage women, Afro-descendants and persons of indigenous origins to apply.

**Compete Caribbean Partnership Facility – Project Manager/Lead Master Trainer, Improving the Business and Investment Climate in OECS Member Countries, Consultant**

**Background:** Compete Caribbean Partnership Facility (CCPF) has the objectives for this consultancy to (i) provide technical support to local counterparts and coordinate, monitor and report on Component 1 of CCPF-supported technical cooperation (TC) project *Improving the Business and Investment Climate and Capacity to Attract Investment in OECS<sup>6</sup> Member Countries*; and (ii) lead the delivery of training to end users of the automated online business registration systems introduced under the project.

She/he will serve as a technical support to the Local Project Teams comprising staff of the agencies involved in the business registration process, local IT support personnel, and a representative of the Office of the Attorney General. The Project Manager/Lead Trainer will, therefore, compensate for any limitations with respect to information technology, business process re-engineering, and project management expertise within the Local Project Teams. She/he will counterpart and learn from the firm engaged to establish the automated online one-stop-shops and can serve as a resource for the business registries post-project.

The Project Manager/Lead Master Trainer will also (i) work closely with other consultants engaged under Component 1 and the Local Project Team to develop a Work Plan and Monitoring and Evaluation Plan; (ii) actively assess implementation risks, track implementation progress, detect and resolve implementation bottlenecks, and implement measures to mitigate assessed risks; (iii) assist the Local Project Teams with understanding technical issues, which may otherwise limit their ability to fulfill their roles and responsibilities under the project; (iv) deliver training/coaching to the Local Project Teams to address capacity gaps, which may constrain implementation; (v) critically review and provide comments on the deliverables generated by the firm to be engaged under Component 1; (vi) actively promote and support the implementation, by the governments, of measures to ensure the sustainability of the automated registry prior to project completion; and (vii) collect data, populate the M & E Plan, and prepare Quarterly Project Progress Reports and a Close-Off Report (for Component 1 only), according to the formats provided. After receipt of training from the firm, she/he will develop and implement a comprehensive end user training program for Grenada, St. Vincent and the Grenadines, and Antigua and Barbuda.

According to World Bank Doing Business (DB) Reports, 2015-2019, the six OECS Member Countries supported by CCPF have not moved significantly towards best practices for the Starting a Business indicator (i.e., only marginal improvement in DB Scores/Distance to Frontier (DTF)) and have declined in performance when compared to other countries (i.e., a decline in Rankings), except for Saint Lucia. Antigua and Barbuda experienced the most significant decline in ranking (29 points) as the country's Starting a Business ranking fell from 102 in 2015 to 131 in 2019.

Over the period 2010-2017, two regional projects supported by the World Bank and the 10th European Development Fund (EDF), began automating business registries in participating CARICOM countries. The projects installed the back-office/internal module of an Online Company Registration System (OCRS), but, thereafter, the automation process has stalled in most of the participating CARICOM countries, except Dominica. The back office/internal modules were not put to full use; and most of the participating countries had not requested the installation and operationalization of the important external customer-facing e-filing module or the establishing of interfaces to allow sharing of data with the other agencies that are important to the business registration process (e.g., inland revenue, social security, or international business companies' registry). The major issues, which stalled the automation process are: (i) the need for changes to the legislative/regulatory framework to support automation; (ii) limited financial resources to digitize hard copy data; (iii) limited access to post-installation support services to assist countries with resolving problems encountered in the testing and roll out of the internal module; (iv) limited IT skills among staff of the business registries and very thinly spread centralized IT support departments; and (v) hardware limitations in the case of one country.

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<sup>6</sup> OECS - Organisation of Eastern Caribbean States

## Terms of Reference

CCPF is currently supporting Grenada (RG-T3268) and St. Vincent and the Grenadines (RG-T3270) to further the automation of their business registries. The scope of these projects is limited to (i) conducting a preliminary assessment of the scope of work required to fully automate the business registration process and establish an online one-stop-shop business registration system; (ii) supporting the digitizing of hard-copy data; and (iii) providing training and technical support to promote increased use of the internal OCRS module. This assignment is one part of a Technical Cooperation (TC) project, that continues CCPF's support to the automation of business registries in OECS Member Countries. Two separate consulting firms will be engaged to support the countries with the establishment of the automated one-stop-shop and preparing and implementing a Communications Plan. The Project Manager will work closely with both firms.

**The Team:** The purpose of CCPF is to support the region in driving competitiveness and sustainable economic growth. The program focuses on: (i) supporting firms to grow, innovate and enter new sectors and markets; and (ii) promoting an environment that enables innovation and growth. More specifically, the CCPF's objectives are to:

- (e) Increase productivity in firms
- (f) Increase employment, particularly for women and vulnerable groups
- (g) Generate and sustain exports within and outside the region
- (h) Foster sustainable and inclusive economic growth

### What you'll do:

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

- Develop a more indepth understanding of the wider project and this assignment by studying the TC documents; and (ii) relevant background documents on the World Bank Doing Business (DB) Methodology, OECS Member Countries' performance with respect to the *Starting the Business* indicator, and the use of e-permitting systems to improve service delivery in regulatory agencies.
- Liaise with CCPF and the registrars of the business registries to develop a more indepth understanding of the business registration process and the services provided by the registries; the agencies with roles in the business registration process; and the clients of the business registry and their information needs.
- Review the Technical Proposals, Work Plans and other deliverables submitted by, and liaise with, the other consultants engaged under Component 1, to develop a more indepth understanding of scope of their assignments.
- Assess capacity and readiness of the local project teams to participate in the implementation process and general implementation risks.
- Prepare a draft Work Plan for coordinating the implementation of Component 1 and leading the delivery of end user training; and a Monitoring and Evaluation (M&E) Plan. The Work Plan must include activities related to project sustainability as the Project Manager/Lead Master Trainer is expected to support the OECS Member Countries with implementing recommendations for sustainability prior to project completion.
- Finalize the Work Plan and M & E Plan incorporating comments provided by CCPF and ECCB.
- Execute the Work Plan, and collect data and maintain the M & E Plan.
- Participate in training of master trainers<sup>7</sup>, to be designed and delivered by the firm engaged to establish the automated online one-stop-shop, and develop a draft Training Delivery Plan.
- Finalize the Training Plan incorporating comments provided by CCPF and ECCB.
- Execute the Training Plan, including collecting data on the effectiveness of training for feeding into the M & E Plan.
- Prepare concise Quarterly Progress Reports accompanied by an updated M&E Plan. These Quarterly Reports must represent an evidence-based assessment of progress towards planned results; factors influencing progress; and actions required to improve implementation performance and promote project sustainability. All outputs due for the reporting period, as detailed in the approved Work Plan and Training Delivery Plan, must be attached to the Quarterly Reports
- Prepare a draft Close-Off Report in accordance with guidelines provided by CCPF.

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<sup>7</sup> The Team of Master Trainers will include a Project Manager, to be sourced from within the OECS, and senior staff from within each of the business registries and other agencies with roles in the business registration process.

## Terms of Reference

- Finalize the Close-Off Report, incorporating comments provided by CCPF and ECCB.

### Deliverables:

The candidate will be responsible for the delivery of the following products:

- Draft Work Plan and M & E Plan with within 2 weeks of contract signing.
- Finalized Work Plan and M & E Plan within 3 days of receipt of comments from CCPF and ECCB.
- Draft Training Delivery Plan within 1 week of the completion of the master training to be delivered by the firm engaged to establish the automated online one-stop-shop.
- Finalised Training Delivery Plan within 3 days of receipt of comments from CCPF and ECCB.
- Six (6) draft Quarterly Progress Report, with planned outputs attached, within 3 days following the end of each quarter. The first quarter to commence with the acceptance of the finalized Work Plan and M & E Plan.
- Finalized Quarterly Progress Report within 2 days of receipt of comments from CCPF and ECCB.
- Draft Close-Off Report within 30 days of completion of Component 1.
- Finalized Close-Off Report within 7 days of receipt of comments on the draft version from CCPF and ECCB.

### Payment timeline:

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>	<i>%</i>
6. Finalized Work Plan and M & E Plan	20%
7. Finalized Quarterly Progress Report 2	20%
8. Finalized Quarterly Progress Report 4	20%
9. Finalized Quarterly Progress Report 6	20%
10. Finalized Close-Off Report	20%
<b>TOTAL</b>	<b>100%</b>

## Terms of Reference

### Skills you'll need:

- **Education:** A Master's degree or greater in a relevant field such as computer science/information technology, business administration, project management, development economics, or monitoring and evaluation.
- **Experience:** At least 5 years' experience coordinating the implementation of or monitoring and evaluating projects financed by international financing institutions or bilateral agencies. Specific experience in preparing monitoring and evaluation plans, and project completion reports. Prior experience designing, executing and/or monitoring projects aimed at re-engineering and automating business processes is required. Knowledge of the business processes related to registering a business in the Caribbean will be highly valued.
- **Languages:** Fluency in English, both written and spoken.

### Core and Technical Competencies:

- Process Mapping, process reengineering, and process automation.
- Results-focused project management
- Excellent communications and report writing skills.
- Training design and delivery.

### Opportunity Summary:

- **Type of contract and modality:** Products and External Services Contractual, Lump Sum
- **Contract duration:** Twenty-four months from the start date including approximately 240 non-continuous working days.
- **Place(s) of work:** External consultancy which will be developed at the place of residence of the contractual. Approximately 20% of the consulting time will be spent on the ground in the participating OECS Member Countries.
- **Responsible person:** Michael Hennessey, Private Sector Development Specialist, Competitiveness and Innovation Division (IFD/CTI).
- **Requirements:** Candidates must be individuals from any IDB member country or non-IDB member countries recognized by the Donors of the Compete Caribbean Partnership Facility as eligible.

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**Payment and Conditions:** Compensation will be determined in accordance with Bank's policies and procedures. The Bank, pursuant to applicable policies, may contribute toward travel and moving expenses. In addition, 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.

**Diversity:** The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, and religion. We encourage women, Afro-descendants and persons of indigenous origins to apply.

## **Compete Caribbean Partnership Facility – Legislative Drafting to Support Improving Business Registration in the OECS, Consultant**

**Background:** Compete Caribbean Partnership Facility (CCPF) has the objective for this consultancy to draft legislation or regulations required to support the implementation Component 1 of CCPF-supported project *Improving the Business and Investment Climate and Capacity to Attract Investment in OECS Member Countries*. The project is executed by CCPF in close collaboration with the Eastern Caribbean Central Bank (ECCB). Component 1 is aimed at establishing an automated one-stop-shop for registering businesses, in each of the four participating countries and will be implemented over 24 months. The Legislative Drafter will work closely with registrars of the business registries, the Office of the Attorney General/Ministry of Legal Affairs, and the consulting firm engaged to establish the automated one-stop-shop for registering businesses.

According to World Bank Doing Business (DB) Reports, 2015-2019, the six OECS Member Countries supported by CCPF have not moved significantly towards best practices for the Starting a Business indicator (i.e., only marginal improvement in DB Scores/Distance to Frontier (DTF)) and have declined in performance when compared to other countries (i.e., a decline in Rankings), except for Saint Lucia. Antigua and Barbuda experienced the most significant decline in ranking (29 points) as the country's Starting a Business ranking fell from 102 in 2015 to 131 in 2019.

Over the period 2010-2017, two regional projects supported by the World Bank and the 10th European Development Fund (EDF), began the automation of business registries in participating CARICOM countries. The projects installed the back-office or internal module of an Online Company Registration System (OCRS), but, thereafter, the automation process has stalled in most of the participating CARICOM countries, except Dominica. Where installed, the back office/internal module was not put to full use; and most of the participating countries had not requested the installation and operationalization of the important external customer-facing e-filing module or the establishing of interfaces to allow sharing of data with the other agencies that are important to the business registration process (e.g., inland revenue, social security, or the registry for international business companies/IBC registry). The major issues, which stalled the automation process are: (i) the need for changes to the legislative/regulatory framework to support automation; (ii) limited financial resources to digitize hard copy data; (iii) limited access to post-installation support services to assist countries with resolving problems encountered in the testing and roll out of the internal module; (iv) limited IT skills among staff of the business registries and very thinly spread centralized IT support departments; and (v) hardware limitations in the case of one country.

CCPF is currently supporting Grenada (RG-T3268) and St. Vincent and the Grenadines (RG-T3270) to further the automation of their business registries. The scope of these projects is limited to (i) conducting a preliminary assessment of the scope of work required to fully automate the business registration process and establish an online one-stop-shop business registration system; (ii) supporting the digitizing of hard-copy data; and (iii) providing training and technical support to promote increased use of the internal OCRS module. This assignment is one part of a Technical Cooperation (TC) project, that continues CCPF's support to the automation of business registries in OECS Member Countries.

**The Team:** The purpose of CCPF is to support the region in driving competitiveness and sustainable economic growth. The program focuses on: (i) supporting firms to grow, innovate and enter new sectors and markets; and (ii) promoting an environment that enables innovation and growth. More specifically, the CCPF's objectives are to:

- (i) Increase productivity in firms
- (j) Increase employment, particularly for women and vulnerable groups
- (k) Generate and sustain exports within and outside the region
- (l) Foster sustainable and inclusive economic growth

### **What you'll do:**

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

- Develop a more indepth understanding of the wider project and this assignment by studying (i) the TC document; and (ii) relevant background documents on the World Bank Doing Business (DB) Methodology, data on the

## Terms of Reference

OECS Member Countries' performance with respect to the *Starting the Business* indicator, and the use of e-permitting systems to improve service delivery in regulatory agencies.

- Liaise with CCPF and the registrars of the business registries and the Office of the Attorney General/Ministry of Legal Affairs to develop a more indepth understanding of the business registration process and the services provided by and the clients the registries; the agencies with roles in the business registration process; and the related legislative and regulatory framework.
- Liaise with, and review the Inception Report submitted by, the consultants engaged under Component 1 to establish the automated online one-stop-shop, which details proposals for reengineering the registration business processes and revisions to the legislative and regulatory framework.
- Prepare a draft Work Plan for completing the assignment.
- Finalise the Work Plan incorporating comments provided by CCPF and ECCB.
- For each country, where revisions to the legislative/regulatory framework is deemed necessary, conduct a detailed assessment of the existing legislative framework in the context of best practices and the process reengineering recommendations.
- Prepare a draft Legislative/Regulatory Gap Analysis Report. Present the draft Report to and obtain feedback from a key stakeholders' workshop.
- Finalize the Legislative/Regulatory Gap Analysis Report based on stakeholder feedback and comments from the CCPF and ECCB.
- Draft the required amendments.
- Circulate the draft amendments to key stakeholders and facilitate a stakeholder consultation workshop(s) to present and receive feedback on the draft amendments.
- Finalize the legislative/regulatory amendments incorporating stakeholder feedback.

### Deliverables:

The candidate will be responsible for the delivery of the following products:

- Draft Work Plan within 21 days of contract signing.
- Revised Work Plan within 2 days of receipt of comments on the draft version.
- Draft Legislative/Regulatory Gap Analysis Report within 60 days of the acceptance of the Work Plan.
- Revised Legislative/Regulatory Gap Analysis Report within 21 days of receipt of comments on the draft version.
- Draft amendments within 44 days of acceptance of the revised Legislative/Regulatory Gap Analysis Report.
- Finalized amendments within 14 days of receipt of stakeholder feedback and comments on the draft version.

### Payment timeline:

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.

<b>Payment Schedule</b>	
<i><b>Deliverable</b></i>	<b>%</b>
11. Legislative/Regulatory Gap Analysis Report	30%
12. Finalized amendments	70%
<b>TOTAL</b>	<b>100%</b>

### Skills you'll need

**Education:** Minimum of a postgraduate degree in Law.

**Experience:**

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- At least 10 years of experience conducting legislative and regulatory assessments and legislative drafting. Prior experience drafting in the context of business and investment climate reforms, will be highly valued.
- Extensive knowledgeable on the legal system of OECS Member Countries is it related to the regulating of business registration and protecting intellectual property.
- Excellent writing and oral communications skills.
- Fluency in oral and written English.

### Characteristics of the Consultancy

Consultancy category and modality: International Products and External Services Contractual, Lump Sum

Contract duration: Eight (8) months from the start date, including 60 non-consecutive working days

Place(s) of work: External consultancy which will be developed at the place of residence of the contractual. At least one mission to each of the countries is expected with a maximum of 5 days on the ground in each country.

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**Payment and Conditions:** Compensation will be determined in accordance with Bank's policies and procedures. The Bank, pursuant to applicable policies, may contribute toward travel and moving expenses. In addition, candidates must be citizens of an IDB member country.

**Visa and Work Permit:** The Bank, pursuant to applicable policies, may submit a visa request to the applicable immigration authorities; however, the granting of the visa is at the discretion of the immigration authorities. Notwithstanding, it is the responsibility of the candidate to obtain the necessary visa or work permits required by the authorities of the country(ies) in which the services will be rendered to the Bank. If a candidate cannot obtain a visa or work permit to render services to the Bank the contractual offer will be rescinded

**Consanguinity:** Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the IDB, IDB Invest, or MIF as staff members or Complementary Workforce contractuales, will not be eligible to provide services for the Bank.

**Diversity:** The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity based on gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, and religion. We encourage women, Afro-descendants and persons of indigenous origins to apply.

## **TERMS OF REFERENCE**

### **Improving Business Registration in OECS Member Countries**

#### **Background and Justification**

According to World Bank (WB) Doing Business (DB) Reports, 2015-2019, the six OECS Member Countries supported by CCPF<sup>8</sup> have not moved significantly towards best practices for the *Starting a Business* indicator (i.e., only marginal improvement in DB Scores/Distance to Frontier (DTF))<sup>9</sup> and have declined in performance when compared to other countries (i.e., a decline in Rankings), except for Saint Lucia. Antigua and Barbuda experienced the most significant decline in ranking (29 points) as the country's Starting a Business ranking fell from 102 in 2015 to 131 in 2019<sup>10</sup>.

Over the period 2010-2017, two regional projects supported by the World Bank and the 10th European Development Fund (EDF), began the automation of business registries in participating CARICOM countries. The projects installed the back-office/internal module of an Online Company Registration System (OCRS), but, thereafter, the automation process has stalled in most of the participating CARICOM countries, except Dominica. Where installed, the back office/internal module was not put to full use; and most of the participating countries had not requested the installation and operationalization of the important external customer-facing e-filing module or the establishing of interfaces to allow sharing of data with the other agencies that are important to the business registration process (e.g., inland revenue, social security, international business companies' registry). The major issues, which stalled the automation process are: (i) the need for changes to the legislative/regulatory framework to support automation; (ii) limited financial resources to digitize hard copy data<sup>11</sup>; (iii) limited access to post-installation support services to assist countries with resolving problems encountered in the testing and roll out of the internal module<sup>12</sup>; (iv) limited IT skills among staff of the business registries and very thinly spread

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<sup>8</sup> These are Antigua and Barbuda, Dominica, Grenada, St. Kitts and Nevis, Saint Lucia, and St. Vincent and the Grenadines.

<sup>9</sup> The DTF score for Starting a Business has improved only marginally for the six countries: Antigua and Barbuda (81.61 in 2015 to 81.74 in 2019); Dominica (from 89.27 in 2015 to 89.39 in 2019); Grenada (from 86.70 in 2015 to 86.71 in 2019); Saint Lucia (from 88.62 in 2015 to 89.18 in 2019); and St. Vincent and the Grenadines (from 86.70 in 2015 to 86.87 in 2019)

<sup>10</sup> The movements in ranking were as follows: Antigua and Barbuda (from 102 in 2015 to 131 in 2019); Dominica (from 63 in 2015 to 69 in 2019); Grenada (from 80 in 2015 to 85 in 2019); St. Kitts and Nevis (from 87 in 2015 to 95 in 2019); Saint Lucia (from 72 in 2015 to 70 in 2019); and St. Vincent and the Grenadines (from 80 in 2015 to 88 in 2019)

<sup>11</sup> This cost is substantial and was not provided for under the World Bank and EDF initiatives.

<sup>12</sup> Only limited post installation support was provided from the World Bank or 10th EDF. The countries' public sector IT Units also have limited human resources and the countries had not included Service Level Agreements (SLAs) in their national budgets. Limited IT Unit capacity and budget for the maintenance of IT systems has also meant that tasks such as testing the back-up cloud-based services and maintaining Secure Sockets Layer (SSL) certification for the business registry websites (to reduce likelihood of hacks) are not performed in a timely manner.

## Terms of Reference

centralized IT support departments; and (v) hardware limitations in the case of one non-OECS country.

Compete Caribbean is currently supporting Grenada (RG-T3268) and St. Vincent and the Grenadines (RG-T3270) to further the automation of their business registries. The scope of these projects is limited to (i) conducting a preliminary assessment of the scope of work required to fully automate the business registration process and establish an online one-stop-shop business registration system; (ii) supporting the digitizing of hard-copy data; and (iii) providing training and technical support to promote increased use of the internal OCRS module. This assignment is one part of a Technical Cooperation (TC) project, that continues CCPF's support to the automation of business registries in OECS Member Countries, in particular, Grenada, St. Vincent and the Grenadines, and Antigua and Barbuda. The TC is executed by CCPF in close collaboration with the Eastern Caribbean Central Bank (ECCB).

### **Objectives**

The main objective of this assignment is to establish an automated online one-stop-shop for business registration each in Antigua and Barbuda, Grenada, and St. Vincent and the Grenadines by mapping, re-engineering and automating business processes, including those related to post-registration, licensing, and generation of certificates, notices and letters by the system.

### **1. Scope of Services**

The scope of services includes the following:

- (i) mapping the current business processes.
- (ii) reengineering processes in line with current best practices;
- (iii) identifying changes required to the legislative/regulatory framework, and the structure, skills, staffing levels, service culture of the business registries to support the adoption of the reengineered processes.
- (iv) fixing glitches / issues identified in the existing internal OCRS module; automating the processes, including e-filing, e-payment and e-signature; and ensuring interoperability between, and linking the systems of, the agencies involved in the business registration process (e.g., business registries, international business registries, inland revenue divisions, social security departments, etc.).
  - configuring the internal administration for user authentication and configuration according to best practices.
  - taking appropriate measures to ensure security and minimize vulnerability to hacking/viruses/Trojans, etc.
  - given that the current system may have introduced data inconsistencies, verifying (a) the security of the system and the integrity of the database and execute corrective measures, and (b) the current database for correct setting of constraints and relationship to prevent inconsistencies from occurring in the future.
  - for interoperability, developing and implementing the required electronic data exchange processes between the business registries and other agencies with roles in the registration process, enhanced with alerts and notifications to guarantee the correct transactions.

## Terms of Reference

- ensuring that the application is upgraded to the latest version of HTML 5, and providing equipment and network connectivity upgrades, training, technical support, data quality assurance, cleansing and partial digitalization.
  - ensuring access to online one-stop-shop via smart devices like iPhone, etc.
  - conducting a usability test of the upgraded system; and using the findings to create a baseline for future enhancements.
  - using the results of the test, implementing corrections to increase usability and efficiency.
  - preparing and conducting a final User Acceptance Test and a separate Security Test before sign-off to the client.
- (v) designing and delivering training to a team of master trainers<sup>13</sup> and information technology support staff:
- security procedures and guidelines (including physical access, data masking, system access controls, network security, database and application data security).
  - software and hardware maintenance, security support activities for servers including patches for server software, troubleshooting, maintaining comprehensive system configuration documentation (logs and journals), including current architectural and configuration items, as well as future target state information regarding the same).
  - on the operation of the system (including drills and simulations).
  - operational procedures including archival/backup/restore procedures.
  - building a service excellence culture.
- (vi) making specific recommendations for sustaining the performance of the automated business registry, including as relevant, increasing the level of IT skills resident at the business registry and establishing post-project Service Level Agreements;
- (vii) supporting the launch of online service delivery in each of the four countries, including the provision of at least 1 year of post-launch support:
- (a) immediate first-line support: Email and Incident Module support for general issues once the system is fully operational.
- requests received during normal business hours, Monday through Friday, 0800hrs to 1700hrs local time, to be acknowledged within two (2) hours, and the registry provided with the following details as necessary within the same, or at most the next, business day:
    - Identification and verification of the issue;
    - Readily identifiable solution options if available;
    - Estimated level of effort required to address the request; and
    - Estimated timetable to complete the request.
  - implementation of agreed solution(s) on receipt of work authorization via electronic mail.
  - documentation and reporting on effort expended.
- (b) Second-line On-site support: emergency support for troubleshooting purposes; including implementation of corrective actions on-site, within two (2) hours from incident reporting for issues deemed to be severely disruptive to the business.

## **Key Activities**

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

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<sup>13</sup> The Team of Master Trainers will include a Project Manager, to be sourced from within the OECS, and senior staff from within each of the business registries and other agencies with roles in the business registration process.

## Terms of Reference

- Design and conduct a stakeholder sensitization workshop, in each of the three countries, to (i) sensitize staff of all of the agencies involved in the business registration process and IT support personnel on the features and benefits of an automated online one-stop-shop business registry, and the implications for creating a culture of service excellence, the legislative/regulatory framework, skills, staffing levels, IT infrastructure, information systems security, etc.; and (ii) prepare stakeholders to participate in the execution of the assignment.
- Working closely with staff of the business registration agencies and IT personnel, map and analyze the current business process across all the agencies involved in business registration; analyze the internal OCRS module to identify glitches, legislative/regulatory framework, information systems security, IT infrastructure, and capacity of the organizations responsible for the business registration process in terms of structure, staffing levels, skills, service culture, etc.
- Prepare a draft Diagnostic Report and Work Plan. The draft Diagnostic Report must detail the consultants' findings at item 4.2; propose solutions to glitches in the OCRS internal module, including information security issues; detail the system requirement specifications for the enhancements, which will lead to an automated online one-stop-shop; and propose any required skills development, changes to structure, revisions to the legislative/regulation framework, changes to the IT infrastructure (giving detailed specifications), etc.. The draft Work Plan will also detail the approach to, and timelines for, resolving the current issues and delivering a fully operational system; a training plan; and a comprehensive System Test Plan and Test Cases.
- Design and facilitate a stakeholder workshop, in each country, to present and obtain feedback on the draft Diagnostic Report and Work Plan.
- Finalize the Diagnostic Report and Work Plan incorporating stakeholder feedback and feedback from CCPF and ECCB.
- Implement, including testing, solutions to glitches in the internal OCRS module. Prepare a concise interim report on the upgrades to the internal module - *Report on Upgrade of Internal Module*.
- Implement agreed enhancements and establish and test the automated online one-stop-shop. Prepare a *Usability Test Report*.
- Prepare draft training material.
- Finalize the training material, incorporating comments from local counterparts, CCPF and ECCB.
- Deliver training to the master trainers and IT support personnel according to the approved Work Plan.
- Actively manage, and support each business registry with, the transition to the upgraded system and the start-up and launch of online service delivery.
- Prepare and conduct a final User Acceptance Test and a separate Security Test before client sign-off. Prepare a *Final Report* on the conduct of the assignment that (i) presents the client sign-off; (ii) discusses the launch of the online service and post-launch performance, and results of the final User Acceptance Test; and (iii) makes recommendations for improving the performance and the sustainability of the one-stop-shop business registry.
- Provide post-launch support to each business registry for a period of at least 1-year. Prepare concise *Quarterly Issues Reports* on the issues experienced by each registry and the timeliness and effectiveness of the support provided by the consultants.

## 2. Expected Outcome and Deliverables

## Terms of Reference

The expected outcomes and products under this assignment are the following:

- Design and facilitation of a stakeholder sensitization workshop within 30 days of contract signing
- Draft Diagnostic Report and Work Plan within 60 days of contract signing
- Revised Diagnostic Report and Work Plan within 7 days of receipt of comments on the draft versions.
- Report on Upgrade of Internal Module, for the four countries, within 60 days of the acceptance of the revised Work Plan.
- Usability Test Report within 150 days of the acceptance of the Work Plan.
- Draft Training Materials within 120 days of the acceptance of the Work Plan.
- Finalized Training Materials within 7 days of receipt of comments on the draft version.
- Training workshops delivered within 60 days of the acceptance of the finalized Training Materials.
- For each country, final (online and back-office) complete system fully tested, free from security vulnerabilities on a test system, and ready for the launch of online services within 60 days of the acceptance of the Usability Test Report.
- Final Report 30 days post launch of the four online services.
- Four (4) Quarterly Issues Reports at the end of each quarter, beginning with the acceptance of the Final Report.

### **Supervision and Reporting**

All reports identified in Section 5 are to be submitted in electronic format (MS Word) in English.

Reports will be reviewed by CCPF, the ECCB, and local counterparts. Acceptance of deliverables are contingent on the consultant addressing any comments provided by these parties within revised versions of the submissions.

The consultants will participate in an inception meeting CCPF, ECCB and local counterparts to be held within the first week of the consultancy. The primary purpose of the inception meeting is to (i) facilitate introductions, (ii) promote clarity on the scope, approach to the assignment; and (iii) plan the inception mission(s) to be conducted by the consultants.

The consultants are required to participate in meetings (by video/teleconferencing), as necessary, to discuss any matter considered important for the timely implementation of the assignment. The timing of the meeting will be determined as needed.

### **Schedule of Payments & Qualifications**

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.

<b>Payment Schedule</b>	
<b><i>Deliverable</i></b>	<b>%</b>
1. Revised Diagnostic Report and Work Plan	15%
2. Report on Upgrade of Internal Module	15%
3. Usability Test Report	30%
4. Final Report within 90 days of the acceptance of the Usability Report	30%

## Terms of Reference

5. Second Quarterly Issues Report, within 180 days of the acceptance of the Final Report	5%
6. Fourth Quarterly Issues Report within 360 days of the acceptance of the Final Report	5%
<b>TOTAL</b>	<b>100%</b>

### **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 areas below, but this is not meant to restrict team compositions to exact roles described below.

### **Team Leader and Trainer**

#### **Qualifications**

- Advanced degree in IT/Computer Science

#### **Experience**

- Minimum of 10 years of experience in systems and software development including: web enabled development of comparable projects; development of electronic permitting systems; and leading project teams for complex IT projects.
- Extensive experience and knowledge in e-government systems and providing e-government solutions that involves process improvement and design of custom software solutions that enable more efficient service delivery by public sector organizations.
- Prior experience implementing projects financed by international development agencies.
- Experience in Caribbean is highly desirable.

#### **Other Skills**

- Project management
- Change management
- Capacity building
- Training design, delivery and evaluation
- Fluency in oral and written English
- Strong interpersonal, verbal and written communication skills
- Ability to meet tight deadlines
- Excellent planning and strong communication skills

### **Information Technology Consultant**

#### **Qualifications**

- A Bachelor's degree in Computer Science/ Applications, Systems Engineering, Information Systems or related fields, with emphasis in Systems Analysis and Design.

#### **Experience**

- A minimum of 5 years of progressively responsible professional experience in best practice implementation as well as: Analyzing Information, Analyzing Requirements, Programming Skills, Software Design, Software Debugging, Software Documentation, Software Testing, Problem Solving, Teamwork, Software Development Fundamentals, Software Development Process, Software Requirements.
- Experience in business process modeling including documenting and analyzing functional procedures and workflows, business process reengineering and definition and evaluation

## Terms of Reference

- of user requirements in the selection or development and implementations of IT systems.
- Work experience in managing projects, particularly related to the development and implementation of web-based or client-server-based systems using standard development tools.
- Experience with PHP, Web services, SOAP, XML, XSLT, AJAX, Drupal; and in Open-Source tools and software is an asset.
- Knowledge and technical experience in data security, backup & recovery, database-backed web solutions.

### Other Skills

- Proven ability to advise and train users in the use of complex systems/applications and related matters and effectively prepare specifications and other written reports/documentation in a clear and concise style.
- Ability to communicate with persons with various levels of technical experience (developers, end-users, management and support staff).
- Competent in the following technologies: PHP, CSS3, MySQL, PostgreSQL, e-Payment architecture, Java, Apache Web Server, Sybase, .NET, ADO, JSP, HTML5, JavaScript, ASPX, JDBC, MS SQL Server and Oracle 9i/10g, DB2, in a heterogeneous environment (Windows and Linux).

## **TERMS OF REFERENCE**

### **Compete Caribbean Partnership Facility – Communications Plan to Support Improving Business Registration in the OECS, Consultant**

#### **Background and Justification**

According to World Bank Doing Business (DB) Reports, 2015-2019, the six (Organisation of Eastern Caribbean States (OECS) Member Countries supported by the Compete Caribbean Partnership Facility (CCPF)<sup>14</sup> have not moved significantly towards best practices for the *Starting a Business* indicator (i.e., only marginal improvement in DB Scores/Distance to Frontier (DTF))<sup>15</sup> and have declined in performance when compared to other countries (i.e., a decline in Rankings), except for Saint Lucia. Antigua and Barbuda experienced the most significant decline in ranking (29 points) as the country's Starting a Business ranking fell from 102 in 2015 to 131 in 2019<sup>16</sup>.

Over the period 2010-2017, two regional projects supported by the World Bank and the 10th European Development Fund (EDF), began the automation of business registries in participating CARICOM countries. The projects installed the back-office/internal module of an Online Company Registration System (OCRS), but the automation process has stalled in most of the participating CARICOM countries, except Dominica. Where installed, the back office/internal module was not put to full use; and most of the participating countries had not requested the installation and operationalization of the important external customer-facing e-filing module or the establishing of interfaces to allow sharing of data with the other agencies that are important to the business registration process (e.g., inland revenue, social security, or the registry for international business companies). The major issues, which stalled the automation process are: (i) the need for changes to the legislative/regulatory framework to support automation; (ii) limited financial resources to digitize hard copy data<sup>17</sup>; (iii) limited access to post-installation support services to assist countries with resolving problems encountered in the testing and roll out of the internal module<sup>18</sup>; (iv) limited IT skills among staff of the business registries and very thinly spread centralized IT support departments; and (v) hardware limitations in the case of one country.

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<sup>14</sup> These are Antigua and Barbuda, Dominica, Grenada, St. Kitts and Nevis, Saint Lucia, and St. Vincent and the Grenadines.

<sup>15</sup> The DTF score for Starting a Business has improved only marginally for the six countries: Antigua and Barbuda (81.61 in 2015 to 81.74 in 2019); Dominica (from 89.27 in 2015 to 89.39 in 2019); Grenada (from 86.70 in 2015 to 86.71 in 2019); Saint Lucia (from 88.62 in 2015 to 89.18 in 2019); and St. Vincent and the Grenadines (from 86.70 in 2015 to 86.87 in 2019)

<sup>16</sup> The movements in ranking were as follows: Antigua and Barbuda (from 102 in 2015 to 131 in 2019); Dominica (from 63 in 2015 to 69 in 2019); Grenada (from 80 in 2015 to 85 in 2019); St. Kitts and Nevis (from 87 in 2015 to 95 in 2019); Saint Lucia (from 72 in 2015 to 70 in 2019); and St. Vincent and the Grenadines (from 80 in 2015 to 88 in 2019)

<sup>17</sup> This cost is substantial and was not provided for under the World Bank and EDF initiatives.

<sup>18</sup> Only limited post installation support was provided from the World Bank or 10th EDF. The countries' public sector IT Units also have limited human resources and the countries had not included Service Level Agreements (SLAs) in their national budgets. Limited IT Unit capacity and budget for the maintenance of IT systems has also meant that tasks such as testing the back-up cloud-based services and maintaining Secure Sockets Layer (SSL) certification for the business registry websites (to reduce likelihood of hacks) are not performed in a timely manner.

## Terms of Reference

CCPF is currently supporting Grenada (RG-T3268) and St. Vincent and the Grenadines (RG-T3270) to further the automation of their business registries. The scope of these projects is limited to (i) conducting a preliminary assessment of the scope of work required to fully automate the business registration process and establish an online one-stop-shop business registration system; (ii) supporting the digitizing of hard-copy data; and (iii) providing training and technical support to promote increased use of the internal OCRS module. This assignment is one part of a CCPF-financed technical cooperation (TC) project, executed by CCPF in close collaboration with the Eastern Caribbean Central Bank (ECCB). The TC continues CCPF's support to the automation of business registries in OECS Member Countries.

### **Objectives**

The objective of this consultancy is the development and implementation of a change communications plan as part of the implementation of a project aimed at establishing an automated online business registration system each in three OECS Member Countries: Antigua and Barbuda, Grenada, and St. Vincent and the Grenadines.

The firm engaged to develop and coordinate the implementation of the Communications Plan will work closely with another firm engaged to support the countries with the establishment of the automated one-stop-shop, and a Project Manager, both already assigned to the project.

### **Scope of Services**

The scope of services includes developing and implementing a gender sensitive and results-focused Change Communications Plan that supports the change process and is aimed at:

- (i) sensitizing key internal and external stakeholders on the objectives of the TC, the design and operations of each automated online one-stop-shop, and how to access the services of the upgraded registries;
- (ii) managing communications with staff of the registries and allow them to express and receive feedback on concerns;
- (iii) creating and/or updating the registries' websites/webpages;
- (iv) managing the launch of each automated online business registration one-stop-shop, including facilitating user feedback; and
- (v) celebrating project wins and successes.

It is expected that approximately 15% and 85% of the consultants' efforts will be devoted to developing and coordinating the implementation of the Change Communications Plan respectively.

### **Key Activities**

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

- Develop a more indepth understanding of the wider project and this assignment by studying (i) the TC document; and (ii) relevant background documents on the World Bank Doing Business (DB) Methodology, data on the OECS Member Countries' performance with respect to the *Starting the Business* indicator, and the use of e-permitting systems to improve service delivery in regulatory agencies.
- Liaise with CCPF and the registrars of the business registries to develop a more indepth understanding of the business registration process and the services provided by the registries; the agencies with roles in the business registration process; and the clients of the business registry, the clients' varying levels of IT literacy, and their information needs.
- Review the Technical Proposal and other deliverables submitted by, and liaise with, the firm engaged to support the countries with the establishment of the automated one-stop-shop to develop a more indepth understanding of scope of work to be undertaken by the firm and the implications for the Change Communications Plan.

## Terms of Reference

- Develop and present to an e-meeting of key project stakeholders, the first draft of a gender sensitive and results-focused Change Communications Plan that includes an implementation schedule and budget. The Plan must be designed to reach groups with lower levels of IT literacy (e.g., male and female micro entrepreneurs, rural micro entrepreneurs, etc.). It is estimated that the Plan will be implemented over fifteen (15) months. Timelines should reflect the need to submit draft communication materials for the review and approval of CCPF prior to deployment.
- Finalize the Change Communications Plan incorporating feedback provided through CCPF, by CCPF and the other e-meeting participants.
- Execute the approved Change Communications Plan in the three participating countries, over a period of approximately 15 months, in accordance with agreed timelines and budget.
- Prepare concise draft Quarterly Progress Reports that detail (i) the progress made with implementing the Plan and achieving the planned results; (ii) implementation challenges and mitigation strategies; and activities planned for next reporting period. The deliverables due during the reporting period, as detailed in the approved Change Communications Plan, will be appended to the Quarterly Progress Report.
- Prepare a Final Report that summarises achievements and makes recommendations on sustainability.

### **Expected Outcome and Deliverables**

The expected outcomes and products under this assignment are the following:

- Draft gender sensitive and results-focused Change Communications Plan within 30 days of contract signing.
- Finalized gender sensitive and results-focused Change Communications Plan within 7 days of receipt of comments on the draft version.
- Five (5) draft Quarterly Progress Reports (with deliverables appended), the first quarter to commence with the acceptance of the finalized Change Communications Plan.
- Final Report within 30 days of the completion of the Change Communications Plan.

### **Supervision and Reporting**

All reports identified in Section 5 are to be submitted in electronic format (MS Word) in English.

Reports will be reviewed by CCPF, the ECCB, and local counterparts (registrars). Acceptance of deliverables are contingent on the consultant addressing any comments provided by these parties, (through CCPF) within revised versions of the submissions.

The consultants will participate in an inception meeting with CCPF, ECCB and local counterparts to be held within the first week of the consultancy. The primary purpose of the inception meeting is to (i) facilitate introductions, (ii) promote clarity on the scope, approach to the assignment; and (iii) plan the inception mission(s) to be conducted by the consultants.

The consultants are required to participate in meetings (by video/teleconferencing), as necessary, to discuss any matter considered important for the timely implementation of the assignment. The timing of the meeting will be determined as needed.

### **Schedule of Payments & Qualifications**

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.

<i>Deliverable</i>	%
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## Terms of Reference

Finalized gender sensitive and results-focused Change Communications Plan	15%
First Quarterly Progress Report	25%
Third Quartelty Progress Report	25%
Fifth Quartley Progress Report	25%
Final Report	10%
<b>TOTAL</b>	<b>100%</b>

### **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 areas below, but this is not meant to restrict team compositions to exact roles described.

### **Profile of Team Members**

**Education:** Master's degree in Journalism; Mass Communications; Public Relations or related field and formal training in Change Management.

**Experience:** At least 10 years of working experience in communications and managing change with significant experience in designing and implementing gender sensitive communication strategies to support the implementation of development projects. Specific experience developing visually appealing communication products using data visualization tools.

**Language:** Fluency in written and spoken English is required.

### **Core and Technical Competencies:**

- Change management
- Proficiency with social media sites (twitter, Facebook, LinkedIn, Pinterest, YouTube)
- Proficiency with basic video/media editing tools
- Demonstrated proficiency at using data to drive communications' (google analytics, etc.)
- Knowledge and understanding of issues impacting the ease of doing business in the Caribbean and ongoing business climate reform initiatives

## **TERMS OF REFERENCE**

### **Strengthening Capacity to Promote and Coordinate Business and Investment Climate Reforms in OECS Member Countries**

#### **Background and Justification**

According to World Bank (WB) Doing Business (DB) Reports for the period 2015-2019, the six Organisation of Eastern Caribbean States (OECS) Member Countries supported by the Compete Caribbean Partnership Facility (CCPF), have not moved significantly towards best practices (i.e., no significant improvement in DB Scores/Distance to Frontier (DTF)) and have declined in performance when compared to other countries (i.e., a decline in Rankings). The country-level DTF scores have declined marginally for Grenada, St. Kitts and Nevis, and St. Vincent and the Grenadines; and improved marginally for Antigua and Barbuda, Dominica, and Saint Lucia. The overall Rankings have declined for all the countries except Saint Lucia, which had a 7-point improvement. St. Vincent and the Grenadines declined 27 points followed by Antigua and Barbuda (23 points), Grenada (21 points), St. Kitts and Nevis (19 points), and Dominica (6 points). The performance of these OECS Member Countries is akin to 6 runners, in a race of 190 runners, who have stopped while the other runners continue at different paces towards the finish line. The distance to the finish line for each of the 6 OECS runners (DTF) remains the same but the distance to each of the runners that is ahead (Ranking), is increasing.

Several initiatives to improve the business and investment climate (BIC) in OECS Member Countries are either recently completed, ongoing or planned. These initiatives, some of which are supported by CCPF under prior TCs, include horizontal reforms centered on the WB DB Indicators and other major doing business obstacles identified by private sector enterprises; as well as vertical reforms addressing specific sector-level constraints. Effective implementation of the current reform agenda will contribute to reversing the downward trend in the performance of the BIC in OECS Member Countries. Improved WB DB Rankings should be imminent, but may represent another short period of improvement, which will be followed by a period of decline. Building national competitiveness requires a country-driven sustained effort as opposed to a “shot in the arm” and donor-driven approach. Countries need to build capacity for managing dialogue to determine the priority BIC constraints faced by the private sector; and promoting horizontal and vertical reforms, including developing and coordinating the implementation of a reform agenda.

This assignment is Component 2 of the project *Improving the Business and Investment Climate and Capacity to Attract Investment in OECS Member Countries*, which is executed by CCPF in close collaboration with the Eastern Caribbean Central Bank (ECCB) and OECS Commission. This assignment focuses on strengthening capacity for promoting and coordinating BIC in the six OECS Member Countries. The strengthening efforts will be targeted at units and institutional arrangements, established within government ministries, to manage public-private dialogue, and coordinate, promote and execute reforms<sup>19</sup>; and private sector associations. At the regional level,

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<sup>19</sup> The investment promotion agencies have a significant role in promoting BIC reforms, however, the main entities responsible for coordinating and promoting BIC reforms in the 6 OECS Member Countries are as follows:

- (i) Antigua and Barbuda - Doing Business Unit within the Ministry of Finance, Economic Planning, Sustainable Development and Information Technology.
- (ii) Dominica - Reform Management Unit, Establishment, Personnel and Training Department
- (iii) Grenada - International Business Unit, Ministry of Health, Social Security & International Business
- (iv) St Kitts and Nevis – Ministry of International Trade, Industry, Commerce and Consumer Affairs

## Terms of Reference

ECCB chairs a working group comprising national BIC reform coordinators. The working group is used to coordinate the reform process at the regional level. This assignment will build on some initial CCPF-financed institutional strengthening of the newly formed unit responsible for coordinating and promoting BIC reforms in Grenada<sup>20</sup>.

### **Objectives**

The main objective of this assignment is to strengthen OECS Member Countries' capacity to coordinate and promote BIC reforms.

### **Scope of Services**

The scope of services includes the following:

- (a) Conducting a capacity gap assessment:
  - Understanding of what compromises the business and investment climate (beyond WB DB indicators),
  - Skills for analyzing the BIC; conducting evidence based and gender informed dialogue with the private sector; prioritizing reforms; developing and coordinating and reporting on the implementation of a BIC Reform Agenda; and managing communications.
  - Institutional arrangements at the national and regional level, including inter-institutional linkages.
  - Accountability for planned results.
- (b) Preparation of a results-focused Capacity Building Action Plan.
- (c) Kick-starting the implementation of the Capacity Building Action Plan starting with Grenada and St. Vincent and the Grenadines.
  - Sensitizing reporting officers on the importance of strong accountability and improving their capacity to provide oversight to the BIC coordinating units.
  - Mapping procedures and developing tools and templates for use by Units.
  - Design and delivery of training using a learning by doing approach where training culminates in practical outputs (e.g., production of Business Climate Analytical Reports, hosting of evidence-based gender informed public-private dialogue, National BIC Reform Agenda, National BIC Reform Status Report, BIC Reform content for website, etc.).
  - Technical advice (coaching and handholding) to support implementation of capacity building priorities (e.g., establishing new/improved institutional arrangements, implementing a new reporting system or improving regional collaboration or hosting a gender sensitive public-private dialogue).
  - Supporting the development and roll out (implementation of low hanging fruits) on national reform agendas/action plans.

It is expected that approximately 30% of the consultants' efforts will be directed to capacity assessment and action planning and 70% to implementation of the Capacity Building Action Plans and supporting the development and roll out of reform agendas/action plans.

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(v) Saint Lucia - Ministry of Commerce, International Trade, Investment, Enterprise Development and Consumer Affairs

(vi) St. Vincent and the Grenadines – Doing Business Unit, Ministry of Finance, Economic Planning, Sustainable Development and Information Technology

<sup>20</sup> Component 3 of RG-T3268 focuses on the Institutional Strengthening of the International Business Unit, Ministry of Health, Social Security & International Business

**Key Activities**

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

- Develop a more in-depth understanding of the assignment by reviewing background documents and liaising with key stakeholders.
- Prepare a draft Work Plan for completing the assignment.
- Finalize the Work Plan incorporating comments from CCPF and ECCB.
- Conduct a capacity gap assessment for the six (6) CCPF OECS Member Countries and prepare a draft Capacity Gap Assessment Report and Capacity Building Action Plan. The assessment must also address coordination at the regional level.
- Present the draft Capacity Gap Assessment Report and Capacity Building Action Plan to and obtain feedback from stakeholders via a stakeholder workshop. This workshop should also be used to reach agreement on the capacity building actions to be implemented with the support of the consultant starting with Grenada and St. Vincent and the Grenadines.
- Finalize the Capacity Gap Assessment Report and Capacity Building Action Plan incorporating comments received via the workshop and from CCPF and ECCB and clearly indicating the capacity building, which will be implemented with the support of the consultant for the remaining period of the assignment. It is expected that priority will be given to supporting detailed analysis of the BIC, and the development and roll out of at least 2 reform agendas/action plans.
- Kickstart implementation of the Capacity Building Action Plan, starting with Grenada and St. Vincent and the Grenadines. Support to the implementation process will be over a period of 15 calendar months. Draft versions of all outputs (e.g., training materials, templates) to be submitted for review and prior approval.
- Prepare concise Quarterly Progress Reports on the implementation of the Capacity Building Action Plan. The start of the first quarter to correspond with the acceptance of the finalized Capacity Building Action Plan. All outputs scheduled to be generated during a reporting period must be appended to the Quarterly Report.
- Final Report that summarizes the achievements of the assignment and makes recommendations to further strengthen the capacity on the OECS Member Countries.

**3. Expected Outcome and Deliverables**

The expected outcomes and products under this assignment are the following:

- Draft Work Plan within 1 month of contract signing.
- Finalized Work Plan within 3 days of receipt of comments on the draft version.
- Draft Capacity Gap Assessment Report and Capacity Building Action Plan within 1 month of the acceptance of the Finalized Work Plan.
- Finalized Capacity Gap Assessment Report and Capacity Building Action Plan within 3 days of receipt of comments on the draft version.
- Five Quarterly Progress Reports, with all planned outputs for the reporting period, within 3 days of the end of each quarter, starting from the acceptance of the finalized Capacity Building Action Plan.
- Final Report within 2 weeks of the acceptance of the final Quarterly Progress Report.

## **Supervision and Reporting**

All reports identified in Section 5 are to be submitted in electronic format (MS Word) in English.

Reports will be reviewed by CCPF, the ECCB, and benefitting institutions. Acceptance of deliverables are contingent on the consultant addressing any comments provided by these parties within revised versions of the submissions.

The consultants will participate in an inception meeting with CCPF, ECCB and benefitting institutions to be held within the first week of the consultancy. The primary purpose of the inception meeting is to (i) facilitate introductions, (ii) promote clarity on the scope, approach to the assignment; and (iii) plan the inception mission(s) to be conducted by the consultants.

The consultants are required to participate in meetings (by video/teleconferencing), as necessary, to discuss any matter considered important for the timely implementation of the assignment. The timing of the meeting will be determined as needed.

## **Schedule of Payments & Qualifications**

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.

<b>Payment Schedule</b>	
<b><i>Deliverable</i></b>	<b>%</b>
7. Finalized Work Plan	10%
8. Finalized Capacity Gap Assessment Report and Capacity Building Action Plan	20%
9. Quarterly Progress Report #2	30%
10. Quarterly Progress Report #4	30%
11. Final Report	10%
<b>TOTAL</b>	<b>100%</b>

## **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 compositions to exact roles described below.

**Qualifications:** Minimum of an advanced degree in International Business, Economics/Economic Development, Public Policy or a related field.

**Experience:** At least 10 years of experience developing and implementing national strategies and action plans for economic reform. Specific experience in analyzing the business and investment climate using the World Bank Ease of Doing Business Index and other similar indices; managing evidence based and gender informed public private dialogue; developing and coordinating the implementation of reform agendas in a developing country context. Specific experience in designing economic reform strategies in the Caribbean will be highly valued.

## Terms of Reference

### Other Skills

- Capacity development.
- Training design, delivery and evaluation
- Fluency in oral and written English
- Excellent planning and strong communication skills.