

TC ABSTRACT

I. Basic Project Data

▪ Country/Region:	REGIONAL/IDB
▪ TC Name:	Communications and Change Management - Business and Innovation Climate Projects
▪ TC Number:	RG-T3684
▪ Team Leader/Members:	TORRICO DURAN, BLANCA PAOLA (IFD/CTI) Team Leader; PILGRIM, VALARIE (IFD/CTI); PEREIRA, STEFANO (IFD/CTI); KELLY CASTILLO, EMILY LETICIA (IFD/CTI); GONZALEZ ALZUALDE, YOHANA BEATRIZ (IFD/CTI); POMENTA BASTIDAS, PATRICIA ELENA (ORP/GCM); CENTENO LAPPAS, MONICA CLARA ANGELICA (LEG/SGO); FRANKLYN, RUSSELL LEVON (IFD/CTI); ALLEYNE, JUNE JULIANNA CECILIA (IFD/CTI); SWIFT, KIERON KERN EDWARD (IFD/CTI); COX, SHAMEKA TAMEISHA (IFD/CTI); BROOMES, GREG ANTHONY (IFD/CTI); SANCHIZ VICENTE, ALEX (IFD/CTI); VELASQUEZ NANO, BRIANA ALEXANDRA (IFD/CTI); ATWELL, KEISHA TAMARA (IFD/CTI); GENESIS MORALES (IFD/CTI)
▪ Taxonomy:	Client Support
▪ Number and name of operation supported by the TC:	N/A
▪ Date of TC Abstract:	13 Apr 2020
▪ Beneficiary:	Compete Caribbean Partnership Facility beneficiary countries (See GN-2851)
▪ Executing Agency:	INTER-AMERICAN DEVELOPMENT BANK
▪ IDB funding requested:	US\$161,000.00
▪ Local counterpart funding:	US\$30,000.00 (In Kind)
▪ Disbursement period:	24 months
▪ Types of consultants:	Individuals; Firms
▪ Prepared by Unit:	IFD/CTI - Competitiveness, Technology and Innovation Division
▪ Unit of Disbursement Responsibility:	IFD - Institutions for Development Sector
▪ TC included in Country Strategy (y/n):	No
▪ TC included in CPD (y/n):	No
▪ Alignment to the Update to the Institutional Strategy 2010-2020:	Productivity and innovation ; Institutional capacity and rule of law

II. Objective and Justification

- 2.1 The objective of this TC is to support the development and execution of communication action plans and change management plans to improve the implementation of business climate reform projects under the Compete Caribbean Partnership Facility (CCPF).
- 2.2 CCPF supports the Caribbean region in increasing productivity and Caribbean firms' contribution to economic growth. The specific objectives are: (i) to support firms to grow, innovate and enter new sectors and markets, and (ii) to promote an environment that enables innovation and growth.
- 2.3 Major lessons learned by the CCPF team to date include the critical importance of allocating adequate project resources to (i) sensitizing and obtaining inputs from as many key stakeholders as possible, on draft policies, strategies and/or legislation as

this compensates for limited capacity within public sector intermediary agencies to review and provide comments on consultants' outputs; (ii) sensitizing and enrolling senior decision makers given their importance in resolving implementation bottlenecks and sustaining results beyond the project; and (iii) sharing lessons and experiences among thirteen CCPF benefitting countries. The recently concluded Midterm Evaluation (pending disclosure) of CCPF also recommended that (i) projects should allocate adequate resources to supporting change management; and (ii) program communication activities should be strengthened, so as to better showcase program achievements and provide additional visibility to program knowledge products outside of the direct circle of project beneficiaries. There are several TCs, which may benefit from an increased allocation of funding for change management and program communications. Small and medium sized enterprises (SMEs) have not utilized alternative dispute resolution (ADR) services to the same extent as large businesses. Increased investment in communications under the TC BA-T1056 , would allow more targeted sensitization to SMEs to improve their understanding of and access to ADR services. Given that CCPF has supported the preparation of the first competitiveness agenda for Saint Lucia (RG-T3243), more investment in communications is required to increase key stakeholders' understanding of the agenda and its implementation plan; and the organizational arrangements for driving accountability and each key stakeholders' role in the implementation process. The support provided to the Government of Antigua and Barbuda (RG-T3267) and the Government of Belize (BL-T1110) to establish electronic one-stop-shops for construction permitting and business registration respectively will lead to changes in the tasks that comprise jobs across several public sector agencies. These governments need the support of experienced change managers to manage the people-related and other non-information technology aspects of the change process. The support provided to increase Invest Dominica Authority's capacity to attract sustainable foreign direct investment is novel and additional resources for knowledge sharing will increase the benefits derived by the other countries (RG-T3325).

III. Description of Activities and Outputs

- 3.1 **Component I: Supporting the Design and Execution of Change Management Action Plans.** Change management specialists will be engaged to develop and support the execution of approximately two (2) Change Management Action Plans. Resources will be used to cover consulting fees and expenses and the cost associated with consultations with people/stakeholder groups impacted by the project. The specialists will work closely with, transfer skills to, and prepare local counterparts to sustain the change process post-project.
- 3.2 **Component II: Supporting the Development and Execution of Gender Sensitive Communication Action Plans.** This component will engage the services of communications specialists to assess the support needs of Pillar 2 projects, develop and support the execution of approximately four (4) gender sensitive Communication Action Plans, and evaluate the extent to which planned objectives are achieved. CCPF resources will be used to meet consulting fees and expenses as well as communication expenses associated with the development and dissemination of communication products.

IV. Budget

Indicative Budget

Activity/Component	IDB/Fund Funding	Counterpart Funding	Total Funding
Supporting the Design and Execution of Change Management Action Plans	US\$60,000.00	US\$0.00	US\$60,000.00

Supporting the Development and Execution of Gender Sensitive Communication Action Plans	US\$101,000.00	US\$30,000.00	US\$131,000.00
Total	US\$161,000.00	US\$30,000.00	US\$191,000.00

V. Executing Agency and Execution Structure

- 5.1 The execution of this TC will be carried out by the Bank through the Competitiveness and Innovation Division (IFD/CTI), in coordination with Compete Caribbean Partnership Facility Unit. The execution and disbursement period will be 30 months and the Unit of Disbursement Responsibility (UDR) will be IFD. The activities to be executed are included in the Procurement Plan and will be contracted in accordance with Bank policies as follows: (a) AM-650 for Individual consultants; (b) GN-2765-1 and Guidelines OP-1155-4 for consulting firms for services of an intellectual nature and; (c) (GN-2303-20) or logistics and other related services.
- 5.2 CCPF, approved under GN-2851, was jointly designed with donors to be a Bank Executed Program, through CCP's Facility Coordination Unit (FCU) established in the Country Office Barbados. The Bank has demonstrated its ability to coordinate and motivate action across diverse stakeholders at both the national and regional levels. In accordance with Section 2.d., Annex 10 of GN-2629 it is appropriate for the Bank to execute regional TCs where a regional entity with the legal and institutional capacity to execute cannot be readily identified.

VI. Project Risks and Issues

- 6.1 It is a risk that the countries will be unable to sustain communications and change management activities once project funds, are depleted. As such, this TC will also transfer communications and change management skills to and leave the participating agencies with resources (action plans and communication products) to assist them with sustaining communications and change beyond this TC.

VII. Environmental and Social Classification

- 7.1 The ESG classification for this operation is "C".