

## Full Competitive Process

### TERMS OF REFERENCE

#### Capacity Building, Investment Development Authority, Commonwealth of Dominica

**Regional/CCB**

**RG-T3325**

**Increasing FDI and Improving Climate Resiliency**

#### **1. Background and Justification**

- 1.1 On September 18, 2017, Hurricane Maria, a category 5 hurricane hit the Commonwealth of Dominica with catastrophic impact. The Government of the Commonwealth of Dominica (GOCD) has since posited a long-term vision<sup>1</sup> to make Dominica the first Climate Resilient<sup>2</sup> Country. Public sector agencies, including the country's invest promotion agency [Invest Dominica Authority (IDA)], are required to revise and align their strategies and action plans with this vision. This means building the capacity to attract foreign direct investment (FDI) that is closely aligned with a country's sustainable development strategies and climate plans, including the country's Fourth Medium-Term Growth and Social Protection Strategy (GSPS) 2014-2018; National Mitigation Actions (NAMAs), Intended Nationally Determined Contributions (INDCs); National Climate Change Adaptation Policy; Low-Carbon Climate Resilient Development Strategy 2012-2020; Dominica Strategic Program for Climate Resilience (SPCR); and National Resilience Development Strategy Dominica 2030.
- 1.2 More specifically, the IPA must be equipped with (i) an investment policy and promotional strategy that targets specific sectors, is SMART, aligned with the country's sustainable development strategies, Nationally Determined Contributions, National Adaptation Plans, etc., and which promote new investments, reinvestments by existing investors, and international SMEs; (ii) investor attraction tools such as incentives and Special Economic Zones (SEZs) that are adapted to encourage sustainable investment; (iii) identification and knowledge about targeted sectors where FDI can have a direct impact on sustainable development and can play an indirect role especially through technology transfer and specialist services and products that address key sustainable development threats facing the location and the associated regulatory framework and options for financing green investments; (iv) knowledge on the demand for environmental goods and services in export markets; (v) competitiveness and site location studies/analyses; (vi) investor opportunity profiles and investment

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<sup>1</sup> This vision is articulated in the document "Government of the Commonwealth of Dominica, Office of the Prime Minister, Our Role: "Building a Climate Resilient Dominica: A Public Service Response"

<sup>2</sup> Resilience is defined as "The capacity of social, economic and environmental systems to cope with a hazardous event or trend or disturbance, responding or reorganizing in ways that maintain their essential function, identity and structure, while also maintaining the capacity for adaptation, learning and transformation". Source: IPCC, 2014: Annex II: Glossary [Mach, K.J., S. Planton and C. von Stechow (eds.)]. In: Climate Change 2014: Synthesis Report. Contribution of Working Groups I, II and III to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change [Core Writing Team, R.K. Pachauri and L.A. Meyer (eds.)]. IPCC, Geneva, Switzerland, pp. 117-130

presentations; (vi) a lead generation program to generate prospective investors; (vii) resources for an image-building campaign and promotions, including a good website, and hosting green investment forums and road shows; (viii) the capacity to conduct ex-ante and ex-post cost-benefit analyses of fiscal, financial and other incentives to help ensure that they are effective in generating the desired benefits for the host country; and (ix) specific FDI new target metrics are needed to take into account Non-Equity Mode (NEM) types of investment and the positive impact they can have on reducing sustainable development threats as well as creating jobs and investments in local partners.

1.3 While IPAs are often seen as gatekeepers for sustainable FDI, very few have actually developed a holistic strategy to incorporate sustainable development into their investment promotion strategies. There is intense competition between IPAs to secure investment projects and create the most jobs, which prevents common strategies for sustainable development being pursued. Also, different views and attitudes towards the concept of sustainability prevent common strategies for sustainable development; and in some cases, an IPA cannot afford to lose an investor<sup>3</sup>. The World Association of Investment Promotion Agencies (WAIPA) conducted a survey in cooperation with the Columbia Center on Sustainable Investment (CCSI). The results showed that economic development is of the highest priority for IPAs, followed by environmental sustainability. This all points to the importance of increasing awareness and changing perceptions of sustainability within IPAs and the whole of government.

## **2. Objectives**

2.1 The objective of this assignment is to strengthen the capacity of IDA to attract sustainable FDI and contribute to the achievement of the GOCD's long-term vision to make Dominica the first Climate Resilient Country.

## **3. Scope of Services**

3.1 The scope of services includes the following:

- (i) Updating IDA's sector targeting and investment promotion strategy.
- (ii) Stakeholder sensitization on sustainable FDI.
- (iii) Recommendations for improving IDA's capacity to implement the updated strategy, including staff development, new target matrix, improvements of the IDA website and Dominica's readiness to attract sustainable FDI.
- (iv) Preparing approximately 5 investment opportunity profiles.
- (v) Developing an investor targeting database.
- (vi) Training and mentoring of IDA staff; training will include identification of ways to link women owned firms to FDI.
- (vii) Design, coordination, hosting and evaluation of a boutique 2-day investment forum in Dominica.

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<sup>3</sup> WAVTEQ, 2017

- (viii) Sharing Dominica's experiences and lessons learned with other Caribbean countries.
- (ix) Provide IDA with expert advice and support toward implementation of the updated strategy over a period of 18 months.

#### **4. Key Activities**

4.1 The Consulting Firm will carry out the following key activities that will facilitate the achievement of the objective:

- (i) Review national planning documents (see para 1.1. above) and liaise with key stakeholders to develop a working understanding of the GOCD's vision to make Dominica the first Climate Resilient Country, the role of FDI, and the country's Invest Promotion Agency in realizing that vision.
- (ii) Conduct a detailed assessment of the existing investment promotion strategy, IDA's Website and other tools, the recent performance of Dominica in attracting FDI, the attractiveness of Dominica as destination for sustainable FDI, ongoing efforts to improve the business environment, and the capacity of IDA, all within the context of GOCD's vision.
- (iii) Facilitate two stakeholder meetings targeted to senior policy makers and the leadership of the public sector in the Commonwealth of Dominica, and other personnel in the country's public and private sectors. These meetings will be aimed at increasing participants' understanding of sustainable FDI and how it might contribute to increasing the contribution of local SMEs, including those that are women-owned, to economic growth; global FDI and sustainable FDI trends; the importance of sustainable FDI to achieving the vision of becoming the first Climate Resilient Country; and the actions and resources required to increase the inflows of sustainable FDI. These meetings will also be used to present and receive feedback on the findings and recommendations arising from tasks 4.1 (i) and (ii) above. The meeting should extract recommendations on how to improve the policy framework to attract sustainable development FDI.
- (iv) Using a participatory approach, prepare the first draft of the revised Dominica investment promotion strategy and sector targeting such that it includes a clear Country Value Proposition and is aligned to the country's sustainable development strategies and climate resilience commitments; and presents a scorecard for assessing, ranking and prioritizing investments.
- (v) Finalize the strategy incorporating comments provided by IDA, IDB and other stakeholders.
- (vi) Consistent with the updated strategy and using a participatory approach, prepare at approximately 5 draft investment opportunity profiles and develop five investor targeting databases. Investment opportunity profiles will include investors who will invest in areas that are aligned to both men-owned and women-owned firms in order to create linkages with domestic businesses.
- (vii) Finalize the investment opportunity profiles and databases, incorporating comments provided by IDA and IDB.

- (viii) Prepare other content, additional to the opportunity profiles, for updating the IDA Website.
- (ix) Design and deliver structured training workshops to IDA staff and provide hands-on technical support and expert advice to the IDA team during the initial 18 months of implementation of the revised strategy. Training will include identification of ways to link women owned firms to FDI
- (x) Lead the design, coordination, hosting and evaluation of a 2-day boutique investment forum.
- (xi) Prepare a Final Report that evaluates the implementation of the revised/updated strategy, progress made by GOCD with implementing recommendations for improving the attractiveness of Dominica as a destination for sustainable FDI, and the end-of-assignment capacity of IDA.

## **5. Expected Outcome and Deliverables**

5.1 The expected outcomes and deliverables under this assignment are the following:

- (i) A draft Inception Report based on tasks 4.1 (i) and (ii) above. The Inception Report should present the findings; specific and implementable recommendations for increase the attractiveness of Dominica as an investment destination (i.e., Action Plan for Improving Attractiveness as an Investment Destination); improving investment promotion and building the capacity of IDA (i.e.; IDA Capacity Building Plan); and a Work Plan for completing the remainder of the assignment. The Capacity Building Plan must be results-focused and is expected to include discrete capacity building activities to be implemented within and beyond the assignment, including technical support to IDA over a period of 18 months. The consultants are also expected to adopt a participatory approach and transfer knowledge to the IDA during the conduct of the assignment.
- (ii) Two stakeholder meetings facilitated (see 4.1(iii) above).
- (iii) Revised Inception Report that incorporates feedback provided by IDA, IDB and stakeholders via the meetings at 4.1(iii) above.
- (iv) Draft and finalized Sector Targeting and Revised Investment Promotion Strategy, Commonwealth of Dominica.
- (v) Draft and finalized Investment Opportunity Profiles (5).
- (vi) Draft and finalized database of prospective investors.
- (vii) Content for updating the IDA Website.
- (viii) Draft and finalized training materials for structured training workshop (see task 4.1(viii)]
- (ix) Draft and finalized concept/design of the 2-day boutique investment forum, including budget, specific objectives to be achieved, and a framework for evaluation.
- (x) Draft and finalized evaluation report on the investment forum.

- (xi) Concise quarterly progress reports (6) on the mentoring/technical support provided to IDA over the initial 18 months of implementation of the revised strategy.
- (xii) Draft and finalized versions of the Final Report [see task 4.1(x)].

## 6. **Project schedule and Milestones**

6.1.

Milestone	Schedule
1. Revised Inception Report	
2. Finalized Revised Investment Promotion Strategy	
3. Finalized Investment Opportunity Profiles and Database of Prospective Investors	
4. Evaluation report on the investment forum	
5. Third Quarterly Progress Report on the mentoring/technical support provided to IDA	
6. Final Report	

## 7. **Reporting Requirements**

7.1. All reports are due in English.

## 8. **Supervision and Reporting**

8.1. The technical and administrative responsibilities of this consultancy will be coordinated by Team Leader, Mario A Umana (INT/TIN) and Alternate Team Leader, Ana Arias (INT/TIN), in collaboration with Compete Caribbean's Facility Coordination Unit.

## 9. **Acceptance Criteria**

9.1. Deliverables produced by the Firm will be reviewed by Compete Caribbean and Team Leaders. Reviews are to be considered and incorporated into final draft of deliverables before payments are made.

## 10. **Schedule of Payments**

10.1. 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. The Bank wishes to receive the most competitive cost proposal for the services described herein.

10.2. The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

<b>Payment Schedule</b>	
<i><b>Deliverable</b></i>	<b>%</b>
7. Revised Inception Report	20%
8. Finalized Revised Investment Promotion Strategy	20%
9. Finalized Investment Opportunity Profiles and Database of Prospective Investors	20%
10. Evaluation report on the investment forum	25%
11. Third Quarterly Progress Report on the mentoring/technical support provided to IDA	10%
12. Final Report	5%
<b>TOTAL</b>	100%

## HRD Terms of Reference

### **Compete Caribbean Partnership Facility – Coordination of Investment Forum, Dominica, Consultant**

#### **Background:**

The objective of this consultancy, which is being coordinated by the Compete Caribbean Partnership Facility (CCPF), is to assist the Invest Development Authority of Dominica (IDA) with coordinating a 2-day boutique investment forum, including post-event follow-up.

On September 18, 2017, Hurricane Maria, a category 5 hurricane hit the Commonwealth of Dominica with catastrophic impact. The Government of the Commonwealth of Dominica (GOCD) has since posited a long-term vision to make Dominica the first Climate Resilient Country. Public sector agencies, including the country's invest promotion agency [Invest Dominica Authority (IDA)], are required to revise and align their strategies and action plans with this vision. This means building the capacity to attract foreign direct investment (FDI) that is closely aligned with a country's sustainable development strategies and climate plans.

CCPF has approved a technical cooperation (TC) to assist with strengthening the capacity of IDA. The TC will (i) assist IDA with updating its sector targeting and investment promotion strategy; (ii) make recommendations for improving IDA's capacity to implement the updated strategy, including the upgrade of its website; (iii) prepare approximately 5 investor profiles; (iv) develop an investor targeting database; (v) develop an in-house scorecard for assessing, ranking and prioritizing investments; (vi) deliver training to IDA staff, (vii) provide IDA with expert advice and support towards implementation of the updated strategy over a period of 18 months; (viii) support the hosting of a boutique investment 2-day forum in Dominica; (ix) finance the hosting of two local sensitization meetings, and sharing information at a regional event to sensitize other Caribbean Community member countries on the benefits of and a possible approach to aligning the attraction of foreign direct investment to a country's sustainable development strategies and climate plans.

**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
- (d) Foster sustainable and inclusive economic growth

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

- Study background documents and liaise with key stakeholders to develop a more in-depth understanding of the TC and the planned forum. Documents to be reviewed should include the TC document; the concept/design of the forum and other deliverables generated by the consulting firm engaged under the TC.
- Make recommendations for improving the concept/design of the forum, as appropriate.
- Develop a detailed implementation plan and budget and a communications plan.
- Liaise with and manage contacts with the media, and implement communication activities pre-forum, during the forum and immediately after the forum.



## HRD Terms of Reference

- Manage the procurement of required resources, ensuring adherence to relevant procurement guidelines, according to the source of funding. Resources include hotels, venues, audiovisual equipment, meals and refreshments, name tags, banners, local transportation, promotional material, etc.
- Working closely with IDA and the lead consulting firm under the TC, establish the list of forum participants.
- Manage communications towards securing the participation of targeted participants. Provide participants with all relevant information and assistance with travel and other logistical arrangements.
- Ensure all protocol arrangements are in place for local or other VIPs.
- Prepare concise Progress Reports to IDA, the lead consulting firm, and CCPF.
- Coordinate the preparation of notes and follow-up actions arising from the forum.
- Establish and manage a secretariat/support service desk during the forum.
- Conduct a post-event evaluation and prepare a concise Final Report on the assignment that includes notes recorded and follow-up actions.

### Deliverables:

The Consultant is responsible for delivery of the following products:

1. Detailed implementation plan and budget and a communications plan within 2 weeks of contracting.
2. Three concise Progress Reports, two months, 1 month and 1 week prior to the forum.
3. Final Report.

### Payment timeline:

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

<i><b>Deliverable</b></i>	<b>%</b>
Detailed implementation plan and budget and a communications plan	40%
Final Report	60%
<b>TOTAL</b>	<b>100%</b>

### Skills you'll need:

Education: Bachelor's degree in business administration, events management, communications, marketing or a related field.

Experience: At least 10 years of experience in planning and managing the execution of large business events (conferences, meetings, trade expositions, etc.)

Languages: Fluency in English, both written and spoken.

### Core and Technical Competencies:

- Experience designing and implementing communication strategies to support the implementation of development project.
- Ability to collect and analyze data and evaluate the success of events.
- Specific experience in the following areas: social media management, media relations, and event management.



## HRD Terms of Reference

- Good communication and organizational skills, with demonstrated evidence of capacity to produce and present good reports.
- Ability to work under pressure, sometimes with extended hours, and to meet tight deadlines without compromising the quality of outputs.
- Ability to maintain confidentiality and use discretion when dealing with sensitive intellectual property issues.
- Cultural awareness and sensitivity to country specific issues is also important.

### Opportunity Summary:

- **Type of contract and modality:** Products and External Services Contractual, Lump Sum
- **Length of contract:** 6 months from the start date including approximately **40** non-continuous working days.
- **Starting date:** November 1, 2019
- **Place(s) of work:** External consultancy which will be developed at the place of residence of the contractual. Approximately 30% of the consulting time will be spent on the ground in Dominica.
- **Responsible person:** The technical and administrative responsibilities for this consultancy will be coordinated by Mario A Umana (INT/TIN), Integration & Trade Lead Specialist
- **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.