

TERMS OF REFERENCE

Digital Assets, Intellectual Property Valuation Guidelines and Training in Trinidad and Tobago

TRINIDAD AND TOBAGO

TT-T1112

Public Link : TBD

Digital Innovations for Sustainable Environmental and Economic Recovery in Trinidad and Tobago

1. Background and Justification

- 1.1. Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.
- 1.2. Micro, small, and medium enterprises (MSMEs) have had to adopt new digital tools and technologies to ensure business continuity in the new normal and to respond to local and global consumer demands that are increasingly more digital in nature. These digital innovations and the data they create are critical intangible assets of the firm. They are important elements of the business model that give firms competitive advantage in the market. Intellectual Property Rights (IPR)¹ is one formal mechanism by which firms can protect and monetize their intangible assets. IP assets account for 70% or more of a business’ perceived net value² and is a major value driver in startups and firms. IP is a critical element for firms operating in the creative industries that have been severely impacted by COVID-19 and for high growth firms, which tend to be technology companies or innovative firms that make substantial use of digital technology. These high growth firms have not only survived but have grown during the COVID-19 pandemic and tend to drive growth and generate substantial new employment.³
- 1.3. Yet firms, especially small firms, tend to be reluctant to register IP and instead resort to alternative informal mechanisms (such as lead time) that in turn result in undercapitalization of intellectual assets leading to hurdles for the development of capital venture markets (De León and Donoso,

¹ IPRs consist of patents, trademark, industrial design, or copyright.

² Uber brand valued at US\$70 billion, Facebook brand valued at over US\$33 billion, Airbnb brand valued at over US\$30 billion, etc. See http://www.wipo.int/edocs/mdocs/africa/en/wipo_ipas_tm_gbe_17/wipo_ipas_tm_gbe_17_t_3.pdf for more information. And see <https://www.lexology.com/library/detail.aspx?g=6f7dd161-e101-4809-9cb6-af37b853aae8>

³ See OECD study on “High-Growth Firms and Employment”. <https://www.oecd-ilibrary.org/docserver/861275538813.pdf?expires=1597755851&id=id&accname=guest&checksum=7252E85626F0D916D63FB20913658906>

2017). The gaps include (i) lack of awareness on the benefits of registering and valuing IP assets; (ii) limited valuation experts that can conduct IP asset valuation; (iii) the legal framework for secured transactions that include provisions for moveable collateral (intangible assets); (iv) financial institutions willing to accept IP assets as collateral; and (v) deficiency in IP monetization culture. Collateralizing IP assets is a novel concept in the T&T context which needs to be tested. It is currently being explored by Jamaica and Barbados, as well as more mature markets such as the US, Australia, and the UK. The efficient valuation of IP provides a first step for supporting MSMEs to obtain financing for continued expansion, and additional research and development for new lines of products and/or services are necessary.

- 1.4. While using tangible assets such as machinery and inventory to secure financing is established as a common practice for individuals or companies, the use of intangible assets, such as intellectual property, as collateral is a more recent development. The efficient collateralization of IP is a way for small and medium size enterprises to obtain financing for continued expansion, and additional research and development for new lines of products and/or services. Collateralizing IP assets is a new concept and in the Trinidad and Tobago context, it needs to be tested.
- 1.5. The creation, protection, and utilization of IPRs play an important role in the national innovation ecosystem and in promoting national competitiveness. In this regard, the Trinidad and Tobago Intellectual Property Office (TTIPO)⁴ has played a critical role in the innovation ecosystem in addressing some of these gaps by encouraging IP creation through its IP help desks and public education programmes, registration and administration of IP, and promoting legal protection and enforcement of IP.
- 1.6. The objective of this project is to strengthen Trinidad and Tobago's Intellectual Property (IP) and innovation ecosystem to support small, and medium enterprises (SMEs) in leveraging digital technologies that drive innovation, competitiveness and growth and that contribute to sustainable environmental and economic recovery. This objective will be achieved through: (i) designing intangible asset valuation guidelines that will be a key step in supporting innovative firms to access finance with their intangible assets; (ii) the design of mission-orientated innovation pilot and policy recommendations for directing and stimulating private sector actor toward the creation of digital innovations (and thus intangible assets) that contribute to social and environmental development outcomes; and (iii) the implementation of a dissemination and communication strategy.
- 1.7. This project is timely in that there are a number of other complementary initiatives that are underway. These include: (i) IP Diagnostic Tool and IP Clinics led by T&T's IPO; the National IP Training Centre (NIPTC); (ii) digital friendly regulatory and policy frameworks (such as the forthcoming data protection act and security interest in personal property act); (iii) CARIRI's ongoing innovation programs and grant support to innovative firms; and (iv) University of the West Indies' (UWI) St. Augustine's research, innovation and entrepreneurship ecosystem, managed by the St. Augustine Centre for Innovation and Entrepreneurship (STACIE), which

⁴ Created in 1997, the TTIPO is the local government agency responsible for handling the registration of intellectual property rights and for promoting inventiveness among citizens of Trinidad and Tobago.

includes the promotion of entrepreneurship and support to businesses and individuals outside the University in bringing their ideas to market. Furthermore, STACIE engages with the University Office of Global Partnerships and Sustainable Futures which focuses on promoting the university's teaching, research and advocacy on climate-smart and sustainability issues and deepening the university's engagement in national and regional processes to advance the 2030 Sustainable Development Agenda.

2. Objectives

- The objective of the consultancy is to (i) analyze the use of digital assets amongst MSMEs in Trinidad and Tobago; (ii) assess the required elements for an IP collateralization framework in T&T so that MSMEs are able to utilize intangible assets to access finance; and (iii) design valuation guidelines for IP assets in Trinidad and Tobago and provide training to build the number of IP valuers in the country.
- Related objectives include: (i) to identify and make recommendations on the enabling conditions necessary to facilitate implementation of the proposed solution(s) to facilitate IP-asset based financing in Trinidad and Tobago and (ii) through a consultative process, build awareness on the subject matter of the assignment amongst key stakeholders and actively engage targeted beneficiaries throughout the consultancy.

3. Scope

- 3.1.** The consultancy must engage key stakeholders and increase the understanding of what is required to facilitate IP asset-based lending solution(s) in Trinidad and Tobago.
- 3.2.** The consultancy will develop IP training workshop activities in valuation in order to help fill a key gap in the IP ecosystem for IP valuation in Trinidad and Tobago.
- 3.3.** The consultancy will design IP Valuation methodology/guidelines that guide firms (and financial institutions) on how to value IP assets and how to treat it on balance sheets.

4. Key Activities

4.1. Inception Meeting, Desk Review, and Progress Reporting:

- Attend a project kick-off meeting with the TTIPO and IDB to discuss project objectives, methodological approach, expected outputs and outcome, and any other issues related to the execution of the consultancy.
- Conduct a desk review of national laws and regulations regarding intellectual property and finance in Trinidad and Tobago.
- Provide bi-monthly (twice a month) status updates via email on the progress of implementation to the project steering committee. Hold virtual meetings as necessary to discuss issues related to the subject matter and the assignment.
- Hold participatory workshops as necessary for user input in order to achieve the agreed upon objectives and outcomes of the pilot.

4.2. Work Plan and Methodology.

4.2.1. Develop a work plan describing how the objectives of the consultancy will be met within the designated timeframe. Include in the work plan the following elements:

- 4.2.2.A benchmarking exercise of (i) emerging good practices in terms of an enabling environment for IP based lending and (ii) at least three comparable countries that have implemented similar policies, programs, and financial instruments that promote the utilization of IP as collateral in order to analyze best practices in terms of procedures, incentives, regulatory/legal framework and success factors.
- Assess how readiness might differ in terms of nature/type of IPR held and firm level characteristics such as firm size and gender ownership.

4.3. Digital Assets and intellectual property.

4.3.1. The inception report shall include (i) the findings from the activities proposed in the methodology which may include, not be limited, to the following:

4.4. Recommendations to facilitate IP-asset based financing in Trinidad and Tobago⁵.

- 4.4.1.1. Consult relevant actors in the IP ecosystem (such as lawyers, IP valuers, IP asset holders, universities, etc.) to understand the availability of IP assets (based on asset type) and the challenges that firms face in commercializing their IP assets.
- 4.4.1.2. Consult with key financial institutions and industry associations in the ecosystem to develop a full understanding of their current lending policies, their financial products, and the Trinidad and Tobago financial sector and regulatory framework.
- 4.4.1.3. Utilizing a user-focused approach, map and assess the current financial support offerings (supply) in Trinidad and Tobago, analyze best practices, conduct a gap analysis assessment of key elements missing from the Trinidad and Tobago ecosystem's provision of financial support to MSMEs, and the bottlenecks that financial institutions face in providing finance to MSMEs.
- 4.4.1.4. Assess private sector demand for financing. Assess the profile (location, age, gender, firm size, etc.), credit readiness, and IP asset base of IP Asset Holders in Trinidad and Tobago.
- 4.4.1.5. Assess the readiness of Trinidad and Tobago (institutional, legal and regulatory framework, private sector, etc.) to introduce IP-backed financing and the implications for implementing an IP-asset based financial product in Trinidad and Tobago.
- 4.4.1.6. Make recommendations for key elements required for IP asset backed financing in T&T such as identifying missing elements in the legislative and policy framework, needs of financial institutions, and limitations of intangible asset holders, especially those firms with primarily digital assets.

4.5. IP Valuation Training .

4.5.1. Develop training materials and conduct two, three-day workshops in valuation for at least

⁵ Do note that any acquisition of physical hardware and/or software development may not exceed 10% of the contract. Please also note that the Consulting Firm is expected to transfer intellectual property resulting from this consultancy to the IDB.

25 IP stakeholders.

4.5.2. Design, administer and summarize results of pre- and post training questionnaires to IP stakeholders and valuers in order to gauge learning and training results.

4.5.3. Develop training materials and conduct an advanced training workshop (two, five-day workshops) to train and certify a cadre of 10 IP valuers.

4.6. Develop IP Valuation Guidelines.

4.6.1. Review existing valuation methodologies and international best practices.

4.6.2. Develop IP valuation guidelines for the different type of IP assets. The guidelines will be aimed for adoption and use by financial institutions and should include appropriate procedures and guidelines.

4.7. End of Project Sensitization Workshops

- Hold an end of project workshop to disseminate knowledge products developed under the consultancy.

5. Expected Deliverables

- 5.1. Deliverable 1:** Work Plan and Methodology. The work plan must detail the understanding of the assignment, the approach to the assignment, the benchmarking exercise, the proposed research questions, the methodology for undertaking the assignment, list of institutions and individuals to be interviewed, proposed interview and/or survey instrument(s), and the timeframe for completion of the activities.
- 5.2. Deliverable 2.** Report on the use of intellectual property and digital assets amongst MSMEs in T&T
- 5.3. Deliverable 3.** Report on recommendations for an IP collateralization framework in T&T
- 5.4. Deliverable 4.** IP Valuation Guidelines and implementation of training workshops

6. Project Schedule and Milestones

- 6.1.** The project is expected to begin June 2022 and to be completed by June 2023. The schedule of deliverables will be defined by the firm in agreement with the IDB.

7. Reporting Requirements

- 7.1.** Every report must be submitted to the Bank in an electronic file for review and dissemination to the UWI, IDB and TTIPO. The report should include cover, main document, and all annexes. Zip files will not be accepted as final reports, due to Records Management Section regulations.
- 7.2.** All deliverables must be in English.
- 7.3.** The consulting team is expected to meet with the project team every two weeks to provide project status updates.

8. Acceptance Criteria

- 8.1.** All deliverables will be reviewed by the project steering committee. Comments will be provided by written email. The consulting firm is expected to provide written feedback on how comments were addressed.

- 8.2.** Approval of quality deliverables will be provided in writing by email from the Team Leader of the project.

9. Supervision and Reporting

- 9.1.** The technical and administrative responsibilities of this consultancy will be coordinated by Kayla Grant, Team Leader (IFD/CTI), Inter-American Development Bank.
- 9.2.** The Consultancy will also be expected to work closely with the UWI and TTPO in ensuring alignment with the Government's Strategy and in meeting standards.

10. Schedule of Payments

- 10.1.** The Bank makes payment upon written acceptance of deliverables submitted. 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.
- 10.2.** The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

Payment Schedule	
<i>Deliverable</i>	%
Deliverable 1	10%
Deliverable 2	25%
Deliverable 3	25%
Deliverable 4	40%
TOTAL	100%

Qualifications to Utilize in Criteria for Selection:

10.3. Qualifications of Team Members:

- 10.3.1.** This consultancy requires the services of an international consulting firm with extensive experience in the successful development and deployment of intellectual property valuation methodologies, with specific expertise in intellectual property-focused financial products.
- 10.3.1.1.** Approximately 5 years in the design and roll-out intellectual property valuation techniques
- 10.3.1.2.** Project specific experience in identification and valuation of digital assets
- 10.3.1.3.** Experience working with the IDB or other multilaterals in emerging markets (particularly in Latin America and the Caribbean) would be highly desirable
- 10.3.2.** The Lead Consultant should possess a Master's degree in Law, Finance, Economics, Business Administration or a related field. At least eight years proven expertise in the commercialization and collateralization of Intellectual Property is required.

10.3.3. One key team member must be a financial expert with a Master's Degree in Business Administration, Finance, or similar and at least five years' experience in designing financial products.

10.3.4. One key team member must be an expert in IP valuation with five years' experience in valuing IP.

10.3.5. Junior Consultants should possess at least a Bachelor's Degree in Law, Finance or a related field.

10.4. Core Competencies

10.4.1. Experience in developing successful financial products using IP collateralization in a developing country.

10.4.2. Experience in conducting IP valuation guidelines and training.

10.4.3. Highly developed communication skills, including the preparation of high-quality reports and the delivery of training.

10.4.4. Ability to work under pressure to meet tight deadlines without compromising the quality of outputs.

10.4.5. Ability to maintain confidentiality and use discretion when dealing with sensitive intellectual property issues.

10.4.6. Cultural awareness and sensitivity to country specific issues.

10.4.7. Fluency in oral and written English.

Country Office Trinidad and Tobago

Project Number: TT-T1112

Project Title: Digital Innovations for Sustainable Environmental and Economic Recovery in Trinidad and Tobago

Job Title: Project Manager Consultant

Background: Micro, small, and medium enterprises (MSMEs) have had to adopt new digital tools and technologies to ensure business continuity in the new normal and to respond to local and global consumer demands that are increasingly more digital in nature. These digital innovations and the data they create are critical intangible assets of the firm. They are important elements of the business model that give firms competitive advantage in the market. Intellectual Property Rights (IPR)⁶ is one formal mechanism by which firms can protect and monetize their intangible assets. IP assets account for 70% or more of a business' perceived net value⁷ and is a major value driver in startups and firms. IP is a critical element for firms operating in the creative industries that have been severely impacted by COVID-19 and for high growth firms, which tend to be technology companies or innovative firms that make substantial use of digital technology. These high growth firms have not only survived but have grown during the COVID-19 pandemic and tend to drive growth and generate substantial new employment.⁸

Yet firms, especially small firms, tend to be reluctant to register IP and instead resort to alternative informal mechanisms (such as lead time) that in turn result in undercapitalization of intellectual assets leading to hurdles for the development of capital venture markets (De León and Donoso, 2017). The gaps include (i) lack of awareness on the benefits of registering and valuing IP assets; (ii) limited valuation experts that can conduct IP asset valuation; (iii) the legal framework for secured transactions that include provisions for moveable collateral (intangible assets); (iv) financial institutions willing to accept IP assets as collateral; and (v) deficiency in IP monetization culture. Collateralizing IP assets is a novel concept in the T&T context which needs to be tested. It is currently being explored by Jamaica and Barbados, as well as more mature markets such as the US, Australia, and the UK. The efficient valuation of IP provides a first step for supporting MSMEs to obtain financing for continued expansion, and additional research and development for new lines of products and/or services are necessary.

Digital innovations hold great potential for supporting the Government of the Republic of Trinidad and Tobago (GORTT) in its sustainable development goals (SDGs) to drive positive environmental and social outcomes. Recognizing that economic recovery and resilience depends on innovation and collaboration; the role of innovation policy becomes extremely relevant and important to addressing complex and pressing technological, social and environmental challenges. Mission oriented programs and policies offer a solution. Mission oriented⁹ innovation policies are policies that direct investment in innovation toward

⁶ IPRs consist of patents, trademark, industrial design, or copyright.

⁷ Uber brand valued at US\$70 billion, Facebook brand valued at over US\$33 billion, Airbnb brand valued at over US\$30 billion, etc. See http://www.wipo.int/edocs/mdocs/africa/en/wipo_ipas_tm_gbe_17/wipo_ipas_tm_gbe_17_t_3.pdf for more information. And see <https://www.lexology.com/library/detail.aspx?g=6f7dd161-e101-4809-9cb6-af37b853aae8>

⁸ See OECD study on "High-Growth Firms and Employment". <https://www.oecd-ilibrary.org/docserver/861275538813.pdf?expires=1597755851&id=id&accname=guest&checksum=7252E85626F0D916D63FB20913658906>

⁹ Mazzucato, Mariana and Penna, Caetano. 2020. The Age of Mission: Addressing Societal Challenges Through Mission-Oriented Innovation Policies in Latin America and the Caribbean. IDB.

solving the prioritized challenges. It emphasizes the role of the public sector in giving ‘direction’ to economic growth and innovation such as the mission-oriented goal set by the American Government to get to the moon or the role that the Defense Advanced Research Projects Agency (DARPA)¹⁰ played in the IT revolution. A mission-oriented approach to innovation policy is a powerful systemic policy initiative that combines demand-side with supply-side instruments and thus enables the public sector to promote the development of specific technologies that are both shaping the modern economy and contributing to addressing societal challenges (Mazzucato, 2017). In a two-year project, the IDB led research that assessed the level of institutional capacity to implement MOPs in Chile, Colombia, and Mexico. There is great potential to apply this methodology in Trinidad and Tobago in areas such as tackling health challenges, renewable energy, climate change commitments, addressing violence and crime amongst youth, etc.

The objective of this project is to strengthen Trinidad and Tobago's Intellectual Property (IP) and innovation ecosystem to support small, and medium enterprises (SMEs) in leveraging digital technologies that drive innovation, competitiveness and growth and that contribute to sustainable environmental and economic recovery. This objective will be achieved through: (i) designing intangible asset valuation guidelines that will be a key step in supporting innovative firms to access finance with their intangible assets; (ii) the design of mission-orientated innovation pilot and policy recommendations for directing and stimulating private sector actor toward the creation of digital innovations (and thus intangible assets) that contribute to social and environmental development outcomes; and (iii) the implementation of a dissemination and communication strategy.

A Project Manager is required to proactively coordinate the implementation of activities towards ensuring proper stakeholder engagement, timely execution, monitoring and reporting of the technical and financial aspects of the Project and the achievement of deliverables to the established quality standards.

The Team:

The Project Manager will be working closely with the UWI, TTIPO and IDB team in executing the deliverables for this project.

Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.

What you'll do:

- Stakeholder Coordination and Management:
 - Serve as Focal Point for the project
 - Develop a Stakeholder Engagement Plan which will include stakeholder mapping and assess appropriate communication channels and develop strategies for each stakeholder category. Incorporate feedback from the private-sector

<https://publications.iadb.org/publications/english/document/The-Age-of-Missions-Addressing-Societal-Challenges-Through-Mission-Oriented-Innovation-Policies-in-Latin-America-and-the-Caribbean.pdf>

¹⁰ DARPA, a US Government funded agency, developed and advanced the concept of the ARPANET which led to the internet.

- Establish a project steering committee and organize a quarterly coordination meeting with the project steering committee.
- Coordinate and build consensus across public sector institutions and key project stakeholders, particularly relevant ministries and identified users that will be impacted by the project.
- Provide logistical and administrative support in the organization of and coordination of conferences, trainings, webinars, project meetings, high-level steering and working level committees and ensure the implementation of follow-up actions. This includes creating budgets, invitations, support to developing event and meeting agendas, reports, and assisting with travel arrangements.
- Maintain a good communication flow among all entities involved in the execution of the project. This includes communicating project status report updates, notifications of trainings, workshops, and other relevant information to be communicated to external audiences.
- Other relevant tasks for the implementation of the project as they become necessary and are prioritized.
- **Procurement Management:**
 - Provide oversight of all consultancies carried out during project implementation to ensure expectations are met and potential risks are mitigated.
 - Ensure the timely submission of deliverables
 - Provide technical inputs and review to ensure quality submissions from consultancies. Seek expert advice when necessary to provide timely, and high-quality feedback.
- **Project Monitoring and Data Collection**
 - Prepare and maintain a project management plan that lists project activities, proposed timelines and deadlines, responsibilities, and budget.
 - Design a data collection strategy for collecting qualitative and quantitative data as input to Monitoring and project progress reports. Ensure gender disaggregation in data collection and gender sensitive survey instruments.
 - Design survey instruments as necessary in order to support the collection of results monitoring data
 - Develop and maintain a database for monitoring project outputs and performance indicators.
 - Facilitate access to all the information and documentation needed to assess project progress including those related to the performance indicators established in the Results Framework
 - Contribute to the analysis of outputs and outcomes achieved under the project, including identifying lessons learned
- **Risk Management:**
 - Identify and develop strategies for mitigating risks, especially those related to execution (i.e. receptivity and technological uptake by stakeholders).
 - Immediately address, and negotiate around project execution challenges by identifying, and where necessary, acting on possible solutions.
- **Ensure the timely submission of the following reports to the Bank:**
 - Work Plan at the start of the consultancy indicating tasks and timeframes for completion of tasks.
 - Monthly reports detailing activities undertaken with reference to the work plan.
 - Lead the development of annual project work plans to be presented to the Bank within 30 days of the beginning of the calendar year. The plans will be specific in that they will clearly identify the project's outputs, including all the tasks necessary to produce them, and the project's outcomes.
 - Semi-annual Progress reports on June 1 and December 1 of each year of execution, containing: (i) information on the activities completed to date, indicating both achievements and problems encountered, and proposed solutions; (ii) the execution of the budget by category and source of financing; (iii) an assessment of progress achieved with regard to expected project outputs and outcomes; and (iv) a work plan and estimated resource requirements for the next six months of execution. It should document challenges,

- successes, stories on the ground, and lessons learned. The template of this report will be provided to the selected candidate.
- Periodic blogs/articles on project activities to be disseminated in Compete Caribbean's newsletter
 - A final evaluation report, within 30 days prior to the execution deadline, summarizing and evaluating all activities carried out under the project and detailing the use of funds contributed by the Bank and counterpart resources. The report should describe how the project's outputs have contributed to achieving the objectives and expected outcomes listed in the Results Matrix. It should document challenges, successes, stories on the ground, and lessons learned.

Deliverables:

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

- i. Monthly reports* detailing activities undertaken. Report format will be provided to the selected consultant.

*Every report must be submitted to the Bank in an electronic file. The report should include cover, main document, and all annexes. Zip files will not be accepted as final reports, due to Records Management Section regulations.

Payment timeline:

Payments will be made on a monthly basis on the submission and approval of a report outlining the activities of the month. Payment terms will be based on the Bank's acceptance of project deliverables submitted.

Skills you'll need:**Education:**

- Minimum of a university degree (Bachelor's degree or equivalent) in law, economics, or related field. Project Management training is a must.

Experience:

- At least three (3) years' experience in intellectual property management and working with IP stakeholders in Trinidad and Tobago.
- One (1) year experience in implementing multilateral/bilateral donor financed projects, with special expertise in national or regional projects focused on private sector development is desirable
- At least one (1) year experience in Project Management, preferably development based projects

Languages:

- Fluency in oral and written English.

Core and Technical Competencies:

- Experience in employing appropriate project life cycle management tools for high quality outputs. Evidence of successfully deployed technological solutions.
- Understanding of the innovation climate and intellectual property ecosystem in Trinidad and Tobago
- Previous project management experience in Trinidad and Tobago is required.

- Highly developed communication and writing skills as evidenced by presentations and publicly available reports, blogs, articles, and/or academic pieces.
- Strong inter-personal relations skills. Pro-active in seeking information, managing relationships with stakeholders, including building trust and promoting partnership.
- Ability to manage client expectations, negotiate around project execution challenges, and identify possible solutions.
- A working understanding of guidelines and procedures typically used by development banks
- The ability to work independently and manage multiple tasks effectively. Excellent written and oral communication skills are required, including the ability to synthesize key issues and draw lessons learned.

Opportunity Summary:

- **Type of contract and modality:** Products and External Services Contractual, Lump Sum
- **Length of contract:** Twelve (12) months, 130 working days. (Do Note: This is a part-time consulting position)
- **Starting date:** May 2022
- **Location:** Trinidad and Tobago
- **Responsible person:** The technical and administrative responsibilities of this consultancy will be coordinated by Kayla Grant, Team Leader, of the IDB (IFD/CTI). The selected consultant is expected to directly report to UWI and the TTIPO.
- **Requirements:** You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.
- **Deadline:** TBD
- **Email:** competecaribbean@iadb.org

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 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 contractuals, 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 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.

Number: TT-T1112

Project Title: Digital Innovations for Sustainable Environmental and Economic Recovery in Trinidad and Tobago

Job Title: Mission-Oriented Innovation Consultant

Background of this search: Digital innovations hold great potential for supporting the Government of the Republic of Trinidad and Tobago (GORTT) in its sustainable development goals (SDGs) to drive positive environmental and social outcomes. Recognizing that economic recovery and resilience depends on innovation and collaboration; the role of innovation policy becomes extremely relevant and important to addressing complex and pressing technological, social and environmental challenges. Mission oriented programs and policies offer a solution. Mission oriented¹¹ innovation policies are policies that direct investment in innovation toward solving the prioritized challenges. It emphasizes the role of the public sector in giving 'direction' to economic growth and innovation such as the mission-oriented goal set by the American Government to get to the moon or the role that the Defense Advanced Research Projects Agency (DARPA)¹² played in the IT revolution. A mission-oriented approach to innovation policy is a powerful systemic policy initiative that combines demand-side with supply-side instruments and thus enables the public sector to promote the development of specific technologies that are both shaping the modern economy and contributing to addressing societal challenges (Mazzucato, 2017). In a two-year project, the IDB led research that assessed the level of institutional capacity to implement MOPs in Chile, Colombia, and Mexico. There is great potential to apply this methodology in Trinidad and Tobago in areas such as tackling health challenges, renewable energy, climate change commitments, addressing violence and crime amongst youth, etc.

The objective of this project is to strengthen Trinidad and Tobago's Intellectual Property (IP) and innovation ecosystem to support small, and medium enterprises (SMEs) in leveraging digital technologies that drive innovation, competitiveness and growth and that contribute to sustainable environmental and economic recovery. This objective will be achieved through: (i) designing intangible asset valuation guidelines that will be a key step in supporting innovative firms to access finance with their intangible assets; (ii) the design of mission-orientated innovation pilot and policy recommendations for directing and stimulating private sector actor toward the creation of digital innovations (and thus intangible assets) that contribute to social and environmental development outcomes; and (iii) the implementation of a dissemination and communication strategy.

This consultancy will support the design of mission-orientated policies and programs to be implemented by relevant national agencies to stimulate research and digital innovations that address major societal and environmental challenges.

¹¹ Mazzucato, Mariana and Penna, Caetano. 2020. The Age of Mission: Addressing Societal Challenges Through Mission-Oriented Innovation Policies in Latin America and the Caribbean. IDB.
<https://publications.iadb.org/publications/english/document/The-Age-of-Missions-Addressing-Societal-Challenges-Through-Mission-Oriented-Innovation-Policies-in-Latin-America-and-the-Caribbean.pdf>

¹² DARPA, a US Government funded agency, developed and advanced the concept of the ARPANET which led to the internet.

The Team's Mission:

Established in 1959, the Inter-American Development Bank ("IDB" or "Bank") is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.

What you'll do:

▪ **Inception Meeting, Desk Review, and Progress Reporting:**

- Attend a project kick-off meeting to discuss project objectives, approach, expected outputs and outcome, and any other issues related to the execution of the consultancy.
- Develop a mapping of key actors and stakeholders that must be involved in the project. Mapping should include contact information (name, organization, email address, phone number, etc.) and a description of their role.
- Conduct a desk review of relevant policies, programs, and data, such as entrepreneurship and innovation indicators, studies on the Innovation ecosystem in the country, and other such data relevant for a comprehensive and robust analysis of the current state of the Innovation ecosystem in Trinidad and Tobago.
- Carry out a benchmarking exercise of at least three comparable countries that have implemented similar innovation instruments including procedures, incentives and success factors.
- Provide status updates on the progress of implementation. Hold virtual meetings as necessary to discuss issues.
- Hold participatory workshops as necessary for user input to consult with key stakeholders (such as academia, etc.) to capture concerns and opportunities to achieve the objectives of the funds given the context on the ground
- Assess private sector demand.

▪ **Prioritization of Challenges:**

- Develop a proposal for identification and prioritization of challenges that identify potential socio-environmental missions in T&T, especially those linked to SDG and NDC commitments
- Propose a participatory methodological approach which targets a sample of beneficiary groups (in the private sector) and relevant actors (government agencies) affected by the problem and who can provide relevant information from their respective experiences and social contexts. Ensure to include a justification for the selected sample, proposed timelines, data collection methods (i.e. workshops, interviews, etc.), limitations, and expected results.
- Implement the agreed upon methodology to unearth the obstacles and challenges faced by the target beneficiary groups and experts (public and private sector).
- Meet with organizations that are relevant to the achievement of the objectives of the consultancy, for example with other experts in the subject.
- Generate a short list of key challenges that are feasible for addressing through design of innovative solutions. Provide a short description of said challenges.
- Prioritize Challenge(s): Share the identified challenges with the beneficiary group for validation and which will allow them to vote on the challenges to be prioritized.
- Organize the mechanisms for which stakeholders will vote. For instance, a workshop can be held and the tool Slido.com be used to obtain live voting results.

- **Institutional Gap Analysis Report:** Utilizing a user-focused approach, map and assess the current entrepreneurship and innovation support offerings in Trinidad and Tobago, analyze best practices, conduct a gap analysis assessment of key elements missing from the Trinidad and Tobago ecosystem's provision of entrepreneurship and innovation support and instruments, and make recommendations to inform the design of the mission-oriented innovation policies and programs.
 - Hold participatory workshops as necessary for user input and
 - Assess private sector demand. Assess the profile (location, age, gender, experience level) and needs of high potential entrepreneurs in Trinidad and Tobago, especially those using scalable technologies?
- **Design Specifications for the Mission-Oriented Pilot Program:** Produce design specifications for the mission-oriented pilot program.
 - Provide a set of recommendations that address aspects of the innovation pilot, including, among others the following: (i) identifying the implementing agency with the capacity to execute the pilot; (ii) best practices and lessons learned from successful experiences; (iii) success factors and risk mitigation measures; (iv) governance mechanism for administering and managing the programs including public-private collaboration and decision making; (v) optimal size of the program; (vi) management and performance fees and operational costs; (vii) strategy for measuring progress; and (viii) appropriate incentive structure.
 - Provide strategic input to the selected institution on the operation guidelines including the following: (i) identification and description of the target goals, and outcomes, (ii) the channels for operating the program; (iii) optimal monitoring procedures.
 - Design the first call for proposals for the mission-oriented pilot to be launched by the selected agency in 2023.
- **Knowledge Product (Policy Recommendations)**
 - In close collaboration with the IDB team, develop a technical note to share Trinidad and Tobago's experience in developing mission-oriented innovation vision.
- **Strategic Guidance and Training**
 - Design training material (video(s) and PPT) to support the GORTT and/or other relevant parties in understanding how to implement the mission-oriented methodology.
 - Execute at least two virtual training sessions on the implementation of the methodology along with hand-holding for the launch of the pilot program. Training should be recorded and posted online for future reference.

Deliverables:

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

- ii. Deliverable 1 – Work Plan: The work plan should include a synopsis and understanding of the consultancy, proposed activities, timelines, responsibilities, and expected outputs. It is expected the work plan will be updated as necessary.
- iii. Deliverable 2 – Institutional Gap Analysis and Policy Recommendations Report.
- iv. Deliverable 3 – Design Specifications of the Mission-oriented pilot program
- v. Deliverable 4 – Final reports, execution of training, training material, and progress reports on recommended next steps

*Every report must be submitted to the Bank in an electronic file. The report should include cover, main document, and all annexes. Zip files will not be accepted as final reports, due to Records Management Section regulations.

Payment timeline:

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

Payment Schedule	
<i>Deliverable</i>	%
1. Deliverable 1	10%
2. Deliverable 2	25%
3. Deliverable 3	25%
4. Deliverable 4	40%
TOTAL	100%

What you'll need:

Citizenship: You are a citizen of one of our 48-member countries.

Consanguinity: You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.

Education:

- Master's degree in Economics, Technology, Business Administration or a related field.

Experience:

- 15 years experience in innovation policy and program design.

Languages:

- Fluency in oral and written English.

Core and Technical Competencies:

- Strong expertise in the design of innovation policy instruments and programs.
- Highly developed communication and writing skills as evidenced by presentations and publicly available reports, blogs, articles, and/or academic pieces.
- Strong inter-personal relations skills. Pro-active in seeking information, managing relationships with stakeholders, including building trust and promoting partnership.
- Ability to manage client expectations, negotiate around project execution challenges, and identify possible solutions.
- A working understanding of guidelines and procedures typically used by development banks. Ideally, track record of drafting operating manuals in the context of projects financed by such institutions, actual work experience in the execution of multilateral projects.
- The ability to work independently and manage multiple tasks effectively. Excellent written and oral communication skills are required, including the ability to synthesize key issues and draw lessons learned.

Opportunity Summary:

- **Type of contract and modality:** Products and External Services Contractual, Lump Sum
- **Length of contract:** Six (6) months

- **Starting date:** June 22, 2021
- **Location:** Consultant's Place of Work.
- **Responsible person:** The technical and administrative responsibilities of this consultancy will be coordinated by Kayla S Grant, Team Leader, Senior Sector Associate of the IDB (IFD/CTI).
- **Requirements:** You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

Our culture: Our people are committed and passionate about improving lives in Latin-America and the Caribbean, and they get to do what they love in a diverse, collaborative and stimulating work environment.

We are the first Latin American and Caribbean development institution to be awarded the EDGE certification, recognizing our strong commitment to gender equality. As an employee you can be part of internal resource groups that connect our diverse community around common interests.

We encourage women, afro-descendants, people of indigenous origins, and persons with disabilities to apply.

About us: At the IDB, we're committed 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.

Our team in Human Resources carefully reviews all applications.

Country Office Trinidad and Tobago

Project Number: TT-T1112

Project Title: Digital Innovations for Sustainable Environmental and Economic Recovery in Trinidad and Tobago

Job Title: Project Evaluation Consultant

Background: Micro, small, and medium enterprises (MSMEs) have had to adopt new digital tools and technologies to ensure business continuity in the new normal and to respond to local and global consumer demands that are increasingly more digital in nature. These digital innovations and the data they create are critical intangible assets of the firm. They are important elements of the business model that give firms competitive advantage in the market. Intellectual Property Rights (IPR)¹³ is one formal mechanism by which firms can protect and monetize their intangible assets. IP assets account for 70% or more of a business' perceived net value¹⁴ and is a major value driver in startups and firms. IP is a critical element for firms operating in the creative industries that have been severely impacted by COVID-19 and for high growth firms, which tend to be technology companies or innovative firms that make substantial use of digital technology. These high growth firms have not only survived but have grown during the COVID-19 pandemic and tend to drive growth and generate substantial new employment.¹⁵

Yet firms, especially small firms, tend to be reluctant to register IP and instead resort to alternative informal mechanisms (such as lead time) that in turn result in undercapitalization of intellectual assets leading to hurdles for the development of capital venture markets (De León and Donoso, 2017). The gaps include (i) lack of awareness on the benefits of registering and valuing IP assets; (ii) limited valuation experts that can conduct IP asset valuation; (iii) the legal framework for secured transactions that include provisions for moveable collateral (intangible assets); (iv) financial institutions willing to accept IP assets as collateral; and (v) deficiency in IP monetization culture. Collateralizing IP assets is a novel concept in the T&T context which needs to be tested. It is currently being explored by Jamaica and Barbados, as well as more mature markets such as the US, Australia, and the UK. The efficient valuation of IP provides a first step for supporting MSMEs to obtain financing for continued expansion, and additional research and development for new lines of products and/or services are necessary.

Digital innovations hold great potential for supporting the Government of the Republic of Trinidad and Tobago (GORTT) in its sustainable development goals (SDGs) to drive positive environmental and social outcomes. Recognizing that economic recovery and resilience depends on innovation and collaboration; the role of innovation policy becomes extremely relevant and important to addressing complex and pressing technological, social and environmental challenges. Mission oriented programs and policies offer a solution. Mission oriented¹⁶ innovation policies are policies that direct investment in innovation toward

¹³ IPRs consist of patents, trademark, industrial design, or copyright.

¹⁴ Uber brand valued at US\$70 billion, Facebook brand valued at over US\$33 billion, Airbnb brand valued at over US\$30 billion, etc. See http://www.wipo.int/edocs/mdocs/africa/en/wipo_ipas_tm_gbe_17/wipo_ipas_tm_gbe_17_t_3.pdf for more information. And see <https://www.lexology.com/library/detail.aspx?g=6f7dd161-e101-4809-9cb6-af37b853aae8>

¹⁵ See OECD study on "High-Growth Firms and Employment". <https://www.oecd-ilibrary.org/docserver/861275538813.pdf?expires=1597755851&id=id&accname=guest&checksum=7252E85626F0D916D63FB20913658906>

¹⁶ Mazzucato, Mariana and Penna, Caetano. 2020. The Age of Mission: Addressing Societal Challenges Through Mission-Oriented Innovation Policies in Latin America and the Caribbean. IDB.

solving the prioritized challenges. It emphasizes the role of the public sector in giving ‘direction’ to economic growth and innovation such as the mission-oriented goal set by the American Government to get to the moon or the role that the Defense Advanced Research Projects Agency (DARPA)¹⁷ played in the IT revolution. A mission-oriented approach to innovation policy is a powerful systemic policy initiative that combines demand-side with supply-side instruments and thus enables the public sector to promote the development of specific technologies that are both shaping the modern economy and contributing to addressing societal challenges (Mazzucato, 2017). In a two-year project, the IDB led research that assessed the level of institutional capacity to implement MOPs in Chile, Colombia, and Mexico. There is great potential to apply this methodology in Trinidad and Tobago in areas such as tackling health challenges, renewable energy, climate change commitments, addressing violence and crime amongst youth, etc.

The objective of this project is to strengthen Trinidad and Tobago's Intellectual Property (IP) and innovation ecosystem to support small, and medium enterprises (SMEs) in leveraging digital technologies that drive innovation, competitiveness and growth and that contribute to sustainable environmental and economic recovery. This objective will be achieved through: (i) designing intangible asset valuation guidelines that will be a key step in supporting innovative firms to access finance with their intangible assets; (ii) the design of mission-orientated innovation pilot and policy recommendations for directing and stimulating private sector actor toward the creation of digital innovations (and thus intangible assets) that contribute to social and environmental development outcomes; and (iii) the implementation of a dissemination and communication strategy.

The Team:

Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.

What you'll do:

- **Inception Meeting, Desk Review, and Progress Reporting.**
 - Attend a project kick-off meeting with the TTIPO, UWI and IDB to discuss project objectives, methodological approach, expected outputs and outcome, and any other issues related to the execution of the consultancy.
 - Conduct a desk review. Documentation should include, but not be limited to, the following: (i) the technical cooperation grant document TT-T1112; (ii) recent studies related to the entrepreneurship, intellectual property and innovation ecosystem mapping of Trinidad and Tobago; (iii) the TTIPO's database of registered IP assets in Jamaica; and (iv) other relevant national laws and regulations regarding intellectual property and finance in Jamaica.
 - Hold participatory workshops as necessary for user input.

<https://publications.iadb.org/publications/english/document/The-Age-of-Missions-Addressing-Societal-Challenges-Through-Mission-Oriented-Innovation-Policies-in-Latin-America-and-the-Caribbean.pdf>

¹⁷ DARPA, a US Government funded agency, developed and advanced the concept of the ARPANET which led to the internet.

- **Work Plan and Methodology.** Develop a work plan describing how the objectives of the consultancy will be met within the designated timeframe. Include in the work plan the following elements:
 - Indicate the evaluation questions that will be answered.
 - The proposed methodology for collecting and analyzing relevant data (i.e. interviews, surveys, PROTEqIN dataset, global indicators, etc.), and studies.
- **Evaluation Report.** An evaluation report summarizing and evaluating all activities carried out under the project and detailing the use of funds contributed by the Bank and counterpart resources.
 - The report should describe how the project's outputs have contributed to achieving the objectives and expected outcomes listed in the Results Matrix.
 - It should document challenges, successes, stories on the ground, and lessons learned.
 - It should make recommendations for next steps.

Deliverables:

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

- **Deliverable 1: Work Plan and Methodology.** The work plan must detail the understanding of the assignment, the approach to the assignment, the benchmarking exercise, the proposed research questions, the methodology for undertaking the assignment, list of institutions and individuals to be interviewed, proposed interview and/or survey instrument(s), and the timeframe for completion of the activities.
- **Deliverable 2. Evaluation Report**

*Every report must be submitted to the Bank in an electronic file. The report should include cover, main document, and all annexes. Zip files will not be accepted as final reports, due to Records Management Section regulations.

Payment timeline:

Payments will be made on a monthly basis on the submission and approval of a report outlining the activities of the month. Payment terms will be based on the Bank's acceptance of project deliverables submitted.

Skills you'll need:

Education:

- Minimum of a Master's Degree in Economics, Finance, International Development, or a related field.

Experience:

- At least ten (10) years of experience, including monitoring and evaluation of projects financed by international financing institutions or bilateral agencies. Demonstrated knowledge of current monitoring and evaluation theory and practice. Significant experience in the design, implementation and/or evaluation of private sector development projects.

Languages:

- Fluency in oral and written English.

Core and Technical Competencies:

- Demonstrated knowledge of current evaluation theory and practice and at least 5 years professional experience in performance monitoring and evaluation of complex programs. Previous experience with multilateral or international finance institutions is preferable.
- In-depth knowledge of private sector development and preferably, a good understanding of the Caribbean region. Previous evaluation assignments in the Caribbean would be desirable. Experience in evaluating technical assistance or projects financed by international financing institutions and comparable experience in other continents with transferable experience to the Caribbean Region would be desirable.
- Previous evaluation experience in the Caribbean would be desirable. Developing country experience is required.
- Highly developed communication and writing skills as evidenced by presentations and publicly available reports, blogs, articles, and/or academic pieces.

Opportunity Summary:

- **Type of contract and modality:** Products and External Services Contractual, Lump Sum
- **Length of contract:** Three (3) months
- **Starting date:** May 2023
- **Location:** Trinidad and Tobago
- **Responsible person:** The technical and administrative responsibilities of this consultancy will be coordinated by Kayla Grant, Team Leader, of the IDB (IFD/CTI). The selected consultant is expected to directly report to UWI and the TTIPO.
- **Requirements:** You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.
- **Deadline:** TBD
- **Email:** competecaribbean@iadb.org

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 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 contractuals, 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 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.