

TERMS OF REFERENCE

CAIPA HELP DESK SUPPORT TO IMPROVE THE QUALITY OF INVESTMENT PROMOTION IN 3 CAIPA OCT MEMBER STATES

1. BACKGROUND INFORMATION

1.1. Beneficiary countries

Anguilla, Montserrat and Sint Maarten.

1.2. Contracting Authority

Caribbean Export Development Agency (Caribbean Export)

1.3. Relevant background

In 2001, UNCTAD reported that there were about 164 national Investment Promotion Agencies (IPAs) and well over 250 sub-national ones, with continued growth expected, as countries improved on their strategies to attract the foreign direct investment (FDI) needed to grow their economies. IPAs have become increasingly sophisticated, given the dynamic and competitive global environment in which they must operate. Investor targeting, providing advice to potential investors and policy advocacy to improve the business environment are key objectives that countries are now placing focused attention on, in order to distinguish themselves to investors. IPAs are usually charged with these tasks – investor targeting, investor aftercare and policy advocacy.

In the Caribbean, support to investment promotion has been provided by Caribbean Export through its work with the Caribbean Association of Investment Promotion Agencies (CAIPA). CAIPA is an umbrella association of IPAs in the Caribbean that seeks to increase the capacity of the region's investment promotion professionals to target and attract FDI and assist the IPAs to execute their investment promotion mandate. The Association also seeks to promote the Caribbean as a location for investment, noting that investors tend to think regionally first before identifying national territory for their investment. The Association's philosophy is that promoting the Caribbean as a destination, presenting the region's value proposition, increases the likelihood that any one territory in the region will attract the investment over competing regions like Central America. Since its inception, the Association has grown from 7 investment promotion members to 23 members.

The support provided by Caribbean Export through CAIPA has included (1) capacity building, to ensure that CAIPA members have the human capital, and are properly equipped to compete for FDI; (2) Caribbean investment brand development and promotion, to ensure that the Caribbean Region is recognized as a preferred location for investment; (3) research and data gathering, to ensure the development of a bank of relevant, timely and accurate data, and information

management tools to support the work of national IPAs; and (4) policy advocacy, to ensure an improved and more competitive operating environment for investment generation in the Caribbean. This support has primarily benefitted the members of CAIPA who have existing IPAs or investment promotion intermediaries (IPIs) acting as CAIPA focal points and beneficiaries of the CAIPA support.

There are, however, relatively new CAIPA members who do not currently have an IPA nor a functioning IPI. Given the high dependence of Caribbean states on FDI, it was deemed necessary in 2018, that CAIPA focus attention on providing support to these members through the establishment of a CAIPA Overseas Countries and Territories (OCTs) Helpdesk. The CAIPA Executives agreed that the CAIPA Secretariat would provide the personalized approach needed in the short to medium term to focus attention within the OCTs on investment promotion, enhancing the OCTs' ability to attract and retain much needed foreign direct investment and increasing the rate of integration of these CAIPA members into the wider Caribbean and CAIPA.

This initiative will seek to accomplish these objectives through the provision of technical assistance to 3 CAIPA OCTs members, namely, the Ministry of Finance, Economic Development, Commerce, Land & Physical Planning and Tourism in Anguilla, the Office of the Premier in Montserrat and the Department of Economy, Transportation & Telecommunication, within the Ministry of Tourism, Economic Affairs, Transport and Telecommunication in Sint Maarten. These entities do not currently have an operational IPA but have indicated a willingness and a desire to establish and provide investment promotion services through existing bodies. They, however, require support to enhance their capacity to undertake these duties.

Funding for this initiative will be provided by the European Union (EU), within the framework of the 11th European Development Fund Regional Private Sector Development Programme.

2.0 OBJECTIVE, ACTIVITIES & EXPECTED RESULTS

2.1 Overall objective

The overall objective of this assignment is an improvement in the capacity of Anguilla, Montserrat and Sint Maarten to attract and retain investment through the enhancement of their investment promotion capabilities. This will be achieved through the provision of technical assistance in the areas of institutional development, strategic and operational planning and stakeholder management and engagement.

This initiative will be considered successfully implemented once the drafted documents are submitted for consideration to Caribbean Export and are accepted by the Agency. Increasing investment into the Caribbean and the integration of the OCTs into the Region are the end goals of this initiative.

2.3 Results to be achieved by the Consultant

The consultant is expected to prepare the following documents for Anguilla, Montserrat and Sint Maarten:

1. A strategic plan for the investment promotion function, to include a vision and mission statement, core values, strengths, weaknesses, opportunities and threats, strategic objectives, priority sectors and markets, measurements and funding streams;
2. An Operational Plan to include an organogram, as well as the tasks to be undertaken, the experts to be assigned to each task, timelines and allocated resources; and
3. A stakeholder engagement strategy identifying the approach for partnerships, consultations and communicating with key stakeholders.

3. ASSUMPTIONS & RISKS

3.1. Assumption underlying the project intervention

- The OCTs beneficiary countries are willing and able to implement the strategic and operational plan and stakeholder strategies developed

3.2. Risks

The above assumptions are not met.

4. SCOPE OF THE WORK

4.1 General

Caribbean Export is seeking the professional services of a consultant whose primary goal will be to provide support to Anguilla, Sint Maarten and Montserrat through the development of strategic and operational plans for the establishment of investment promotion intermediary functions in these countries, as well as operational and stakeholder management and engagement plans for the IPI.

4.2 Specific Activities

The consultant will be required to:

- I. Undertake desk research to include a review of the development priorities of the beneficiary countries, economic performance including investment achievements, and global developments that may impact the beneficiary country;
- II. Undertake extensive interviews with stakeholders in Anguilla, Montserrat and Sint Maarten. The list of interviewees will be agreed to by all parties, that is, the consultant, Caribbean Export and the beneficiary country;

- III. Summarize the feedback from stakeholders providing an analysis of their comments. Present actionable recommendations based on the results of the interviews and a review of best practices in investment promotion in the Caribbean and/or in similar countries;
- IV. Utilize the information garnered to develop strategic plans for the proposed investment promotion function of each beneficiary country.
- V. Guided by the strategic plan, develop an operational plan for the investment promotion function of each beneficiary country; and
- VI. Develop a stakeholder engagement strategy for each beneficiary country, identifying key stakeholders and the approach for engagement.

4.1.2. Geographical area to be covered by the Consultant

Anguilla, Montserrat and Sint Maarten

4.1.3. Target groups

This activity is targeted at the entities within the beneficiary countries under whose remit the investment promotion function could reside.

4.3 Project management

4.3.1. Responsible body

The Caribbean Export Development Agency will be responsible for the management and coordination of this project.

4.3.2. Management structure

The Manager, Competitiveness and Export Development will retain overall responsibility for the project and will report the performance of the project to the Officer in Charge. Day-to-day supervision of the activities of the project is the responsibility of the Senior Advisor for Investment Promotion (based in the Dominican Republic).

4.3.3. Facilities to be provided by the Contracting Authority and/or other parties

Not applicable.

5. LOGISTICS AND TIMING

5.1. Location

The assignment is commissioned from Caribbean Export's sub-regional office in the Dominican Republic but does not necessarily require physical presence in that country to execute the assignment.

5.2. Commencement Date and Period of implementation of tasks

A total budget of **Euro 35,000** is available for this assignment. This is a global-priced budget and includes all travel and per diems. Travel to Anguilla, Montserrat and Sint Maarten is expected.

It is anticipated that the assignment will begin on 12 August 2019.

6. REQUIREMENTS

6.1. Personnel

6.1.1. Key expert

All experts who have a crucial role in implementing the contract are referred to as key experts.

Please note that these qualifications, skills and general professional experience will form a part of the evaluation of the proposals presented, as well as the methodology and timeline presented for the project.

The following are the requirements for the key expert (s)

Qualifications, Skills and General Professional Experience

- A postgraduate degree in a social sciences field;
- At least 10 years of proven working experience in investment promotion at a managerial level;
- Experience in developing and implementing strategic and operational plans, as well as stakeholder strategies, particularly for investment promotion agencies; and
- Experience working with investment promotion agencies in the Caribbean.

6.2. Office accommodation

No office accommodation at the Caribbean Export Development Agency is required for the key expert.

6.3. Facilities to be provided by the Consultant

The Consultant shall ensure that additional experts, if required, are adequately supported and equipped. In particular, the Consultant shall ensure that there is sufficient administrative, secretarial and general support for each additional expert to enable the Consultant to concentrate on his/her primary responsibilities. The Consultant must also transfer funds as

necessary to support the activities under the contract and to ensure that all employees are paid regularly and in a timely fashion.

6.4. Equipment

No equipment is to be purchased on behalf of the Contracting Authority/beneficiary countries as part of this service contract or transferred to the Contracting Authority/beneficiary countries at the end of this contract. Any equipment related to this contract, which is to be acquired by the Contracting Authority/beneficiary countries must be purchased by means of a separate supply tender procedure.

7. REPORTS

7.1. Reporting requirements

The consultant will submit the following deliverables:

- **Report 1/Inception report:** This report will capture agreed timelines, approach and any potential changes to project design, that are discussed at the inception meeting, as well as a draft list of persons to be interviewed in each beneficiary country;
- **Report 2** – A draft report that includes the strategic and operational plans as well as the stakeholder engagement strategies for the beneficiary countries;
- **Report 3/Final Report** – A final report that includes all accepted comments.

7.2. Submission & approval of deliverables

The deliverables referred to above must be submitted to the Senior Advisor, Investment Promotion. All reports must be submitted in English. The Manager, Competitiveness & Export Promotion is responsible for approving all deliverables.

8. Special requirements

A technical and financial proposal are to be presented electronically to Damie Sinanan at DSinanan@carib-export.com ; copied to Suzette Hudson at shudson@carib-export.com

Please note that for evaluation purposes, the technical proposal will be valued at 70% and the financial proposal at 30%.