TERMS OF REFERENCE

Consultant, Strategic Plan Development Process for the Ministry of Business, Guyana

1. Background/Context

Guyana’s new Ministry of Business was formally created in September 2015, with a gazetted mandate covering: Sustainable Development, Investment Promotion, Work Force Enhancement, and Export Promotion. The Ministry consists both of government departments including Industry, Commerce/Licensing and the National Exhibition Centre, as well as statutory bodies the Guyana Office for Investment (GO-Invest), the Guyana National Bureau of Standards (GNBS) and the Small Business Bureau. The Ministry is preparing a 2016-2020 strategic plan in order to set out its objectives during this period and how they will be achieved. The strategic plan will help the Ministry to advance its mandate and strategic themes of:

- Improving Guyana’s ease of doing business;
- Increasing foreign direct investment in the economy;
- Increasing productivity, competitiveness, innovativeness and entrepreneurship in the secondary and tertiary sectors;
- Increasing economic opportunities for geographically and financially disadvantaged communities and individuals; and
- Increasing capacity of the Ministry to influence national policy to encourage inclusive green economic growth.

The Ministry of Business strategic plan is intended to deliver on national economic goals including the Sustainable Development Goals (SDGs). The development of the strategic plan is being undertaken as a Ministry-wide process led by a strategic planning committee of technical staff from the Commerce and Industry departments. During July 2015 the committee led a series of consultations within the Ministry, receiving input from GO-Invest, GNBS and SBB, which resulted in the creation of a “draft strategic framework for the Ministry of Business”. This draft was presented to representatives of the public and private sectors at a stakeholder consultation in August 2015. Over 50 participants were in attendance and the Ministry received 18 sets of written comments. These included comments from the United Nations Development Program (UNDP), which also offered to provide assistance with the strategic planning process.

In order to ensure both timely release of information to the public, as well as the thorough development of a comprehensive strategic plan, the Ministry of Business decided to publish an initial “strategic action plan” covering immediate steps and actions over the 5-year period, to be followed by a more detailed strategic plan to be released by April 2016. The Ministry of Business therefore approached the UNDP to request assistance with the formulation of the full strategic plan. The mandate and organizational structure of the Ministry are detailed in Annexes A and B respectively.

2. Purpose

The purpose of the consultancy is to support and lead the Ministry of Business and its stakeholders in a technically grounded, consultative and participatory planning process, to include extensive consultations with public sector partners and the private sector. The substantive outcome will be a five-year strategic plan for the period 2016-2020 in line with the Ministry’s gazetted Mandate, and
including institutional arrangements, specific activities, proposed programmes, timelines, targets and a detailed costing. The consultant should also provide a communication and monitoring plan.

3. **Scope of Work**

The consultant will work with the Ministry strategic planning committee under the guidance of the UNDP Governance Analyst and the Permanent Secretary. The Ministry of Business staff have already undertaken considerable groundwork through the preparation of an interim draft strategic framework and strategic action plan. The consultant will lead and guide the process of developing the full five-year strategic plan. This will include:

- A review of existing Ministry plans, policy frameworks, laws, approaches, national implementation plans and other relevant documents;
- Development of an economically sound methodology for the strategic plan for how the Ministry can most effectively meet its objectives;
- Collection of additional data;
- Needs assessment of the Ministry of Business;
- Stakeholder mapping and consultation;
- Situation analysis, including identification of constraints and opportunities for sustainable development, investment promotion, work force enhancement and export promotion in Guyana;
- Plans for new programmes and sector sub-strategies that address the constraints and create the needed support systems and incentives;
- Development of a vision and mission statement;
- Monitoring and evaluation strategy and communications plan.

4. **Specific Tasks**

The Consultant will:

- Carry out a desk review of documents relevant to an understanding of the mandate, legal framework, work and context of the Ministry of Business. These will include the existing interim strategic action plan, legislation governing the Ministry’s subvention agencies, national legislation relevant to business development, the National Competitiveness Strategy, and existing assessments of the Guyanese business sector. Annex 3 provides a partial list of documents to be reviewed
- Review other current relevant policy frameworks, laws, approaches and national implementation plans on business issues.
- Develop an understanding of the current situation of businesses in Guyana, paying special attention to issues of sustainable development, investment promotion, export promotion, work force enhancement, industrial policy and trade facilitation.
- Hold discussions with the staff of the Ministry of Business and the strategic planning committee to build a common approach to the assignment.
- Conduct a needs assessment of the Ministry of Business, which will include a review of the Ministry of Business existing structure and institutional arrangements with a view to developing a “strategy for expansion”. This will be a component of the final plan.
- Develop a comprehensive methodology and work plan for a participatory process of the development of the Ministry of Business strategic plan with a view to achieving both support, concrete co-operation and programming with relevant agencies such as the
Department for Natural Resources, the Ministry of Social Protection (Department of Labour), the Ministry of Finance, other relevant agencies, and external funders.

- Hold consultations and facilitate interviews with relevant stakeholders including but not limited to: relevant government departments, UN Agencies in Guyana; private sector companies, industry associations, chambers of commerce and other private sector organizations and the donor community and civil society/NGOs. At all stages, the ministry strategic planning committee will be closely involved with the process.
- Develop an advanced draft strategic plan for discussion with staff and the methodology for a national consultation process which will closely include Ministry staff.
- Together with the Ministry of Business, lead a thorough programme of national consultations to receive feedback on draft strategic plan.
- Finalize the strategic plan, including a log frame and a detailed implementation plan for 2016-2017 and provide general activities for 2018-2020. The plan should include jointly developed vision and mission statements, priority programmes and sector sub-strategies, baselines and targets, timelines and resource allocations and a monitoring plan and communications plan.
- Ensure that the strategic plan is professionally costed and includes a plan for how to integrate the strategic plans of sub-sectors and subvention agencies of the Ministry.

5. Deliverables

a. November 2015: Inception Report (20% of contract amount)

This report should include:

- A comprehensive desk review of documents relevant to an understanding and execution of the assignment
- An elaboration of a methodology/action plan, work plan, list and contacts of key stakeholders to be engaged


- The Draft Report should be at an advanced stage of completion including all relevant sections outlined in section 3. and will be availed to reviewers for feedback and will also form the basis for the national consultations
- A draft programme for the national consultations will include proposed number and type of workshops, planning sessions or similar discussion, as well as participants. This will be agreed with the Ministry of Business, which will have responsibility for implementing the logistical arrangements in relation to venue, sending and following-up on invitations, and assisting with the presentations

c. April 2016: Final Draft Strategic Plan (50%)

- The final product of the process will be a final draft of the 2016-2020 strategic plan for the Ministry of the Business. Features of the final draft will include, among other things:
  - An executive summary
  - A succinct review of the context of business development in Guyana
  - An overview of the mandate of the Ministry of Business and the implications for its organization and relation with partner entities
  - A needs assessment and strategic analysis for the Ministry of Business
• A succinct Vision Statement (should be easy to remember)
• A succinct Mission Statement
• Key Strategic Priorities
• A detailed implementation plan which will include all implementable strategic priority activities that balance the short term quick results and long term strategic work that deliver the most results within the capacities and resources and time frames for 2016-2017 and general activities for the following years
• Summary analysis of principal partners for the successful implementation of the Ministry of Business programme and detailed priorities
• Logical Framework for the implementation of the Strategic Plan including objectives, baselines and targets, defined timelines and resource allocations, in both financial and human terms, as well as relevant indicators and regular evaluations of their results and impact
• Detailed cost estimation for the implementation of the Strategic Plan, mapped to possible funding options including central Government and the country strategies and funding cycles of development partners
• Time-frame for the delivery of each year’s strategic objectives
• Monitoring and Evaluation strategy

6. Commitment to Quality Work

• The Consultant shall use an evidence-based approach and ensure the highest standard of work and timely deliverables at every stage of this assignment. In particular, the Consultant shall ensure clarity of objectives and process during the National Consultations; counter-check all facts and figures cited; ensure that the content and format of the Draft Strategic Plan meets the highest standard for such documents; and ensure proper editing and clarity.

7. Qualifications and experience

The following qualifications and experience is required:

• At least a postgraduate degree in a technical field relevant to economics, business or political economy (not an MBA)
• At least 10 years’ experience in the area of private sector development, of which at least 5 relating to government policy
• Experience working for or with developing country governments
• Strong professional knowledge in business issues with particular reference to policy research and development
• Strong professional knowledge of economics and business statistics
• Experience in leading strategic planning processes and good group facilitation skills
• Experience in program management and understanding of the planning and funding cycles of the public sector and development financing organizations
• Good understanding of sustainable development issues, including inclusive and green economic growth
• Excellent communication and writing skills in English

The following qualifications and experience are desirable:

• Experience and understanding of Guyana or Caribbean region
Expertise in the fields of labour, sustainable development and investment
Experience working for an international financial institution such as the World Bank / IFC or IDB or would be considered an advantage
A PhD in a relevant subject

7. Duration

This assignment is for a total of 6 months with effect from November 2015 and must be completed by April 30, 2016 or before. The consultant would be locally based or would spend at least 2 months of their time in Guyana.

8. Remuneration

Upon the satisfactory delivery of the indicated outputs the Final Draft Strategic Plan the consultant will be paid the agreed amount in three lump sums.

7. Supervision

The consultant will be jointly supervised by the Permanent Secretary of the Ministry of Business or the Permanent Secretary’s designated technical lead, and the UNDP Governance Analyst.

Recommended Presentation of Offer:
Interested individual consultants must include the following documents when submitting the Proposals (Please note that only 1 file can be uploaded therefore please include all docs in one file):

• Personal History Form (P11), indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references (the template can be downloaded from this link: http://europeandcis.undp.org/files/hrforms/P11_modified_for_SCs_and_ICs.doc).
• Brief description of why the individual considers him/herself as the most suitable for the assignment, and a methodology, if applicable, on how they will approach and complete the assignment.
• Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs.

Criteria for Selection of the Best Offer:
Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%.

Scope of Price Proposal and Schedule of Payments:
The price offer should indicate a lump sum amount where the payments are linked to deliverables. This contract price is fixed regardless of changes in the cost of components. The lump sum amount must be all-inclusive, indicating:
• Consultancy fees.
• Return travel from home to duty station.
• Any other costs.
Annex 1
Organizational Structure of the Ministry of Business
Annex 2
Indicative key guiding documents to be consulted

The consultant will review the following documents.

- The strategic action plan of the Ministry of Business
- The legislation governing the Ministry of Business statutory agencies
- Other relevant legislation and policies related to business in Guyana, not limited to legislation on taxation, investment, trade, access to finance, and incentives
- The National Competitiveness Strategy and the 2014 Private Sector Commission audit of this strategy
- The review of the National Competitiveness Strategy conducted by the Ministry of Tourism, Industry and Commerce in March 2015
- The Final Evaluation report of the Support for Competitiveness Program
- The Compete Caribbean 2014 Private Sector Assessment
- The country strategies of the IDB, World Bank, IMF, CDB, European Union, the IFC and other relevant experts
- The policies and strategies of relevant government agencies

NB: This list is not intended to be exhaustive. The Consultant has the responsibility to consult all documents necessary for the successful execution of this assignment