# URUGUAY

# IFD/CTI

**UR-T1125**

 **New Institutional Framework for Competitiveness Support**

# TERMS OF REFERENCE UR-T1125

 **“Assessment and Knowledge Sharing Experience”**

1. **Background**

Over the past decade, Uruguay exhibited a robust economic growth; with investment and total factor productivity growth rates large enough to reduce the gap in output per worker vis-à-vis more advanced economies. Nevertheless, according to OECD estimates (Johansson et al., 2012) the share of innovation in total factor productivity (TFP) growth has remained quite low (15%) which contrasts the shares reached by countries with similar levels of per-capita income such as Korea, Finland, Ireland and Singapore. This persistently low share of innovation in recent TFP growth creates serious concerns about the long term sustainability of the growth process.

Low levels of innovation are usually the result of multiple markets, coordination and systemic failures that hinder private sector investments in intangible assets as well as in the development of technological projects which are intrinsically risky. Over the last decade, the Government of Uruguay has carried out several policies with the aim to neutralize these failures. However, an important and problematic feature such as the low degree of public-public coordination remains.

In order to deal with this problem, the new government, which came to power in March 1st 2015, has announced the creation of the National Competitiveness System (Sistema Nacional de Competitividad - SNC). A new Cabinet for Competitiveness, led by the President of the Republic and including the different ministries that are involved in the productive development or competitiveness policies will be set up. This cabinet will coordinate strategies at the highest policy level. The decisions that arise will be transferred to the implementing agencies by the technical secretariat of the National Competitiveness System, who will coordinate and monitor the implementation among the different agencies and evaluate the effectiveness of the programs.

1. **Objective**

The overall objective of the consultancy is to support the National Competitiveness and Innovation Agenda on the basis of lessons from and learning of the Korean experience.

The objective of this project is to provide recommendations for competitiveness and innovation policy and effective governance based on analysis and diagnosis of the current governance of Uruguay. Relevant Korean experience and best cases will be examined and benchmarked to derive policy implications that are applicable and implementable to fit the Uruguayan context.

1. **Reports / Deliverables**

The consulting firm shall deliver the following outputs:

1. Output # 1: Interim review Report – Diagnosis of Uruguayan institutional arrangements for competitiveness and innovation policy.
2. Output # 2: Guidelines for the Knowledge Sharing Workshop.
3. Output # 3: Workshop delivery to the Uruguayan authorities.
4. Output # 4: Final Review Report - Including relevant Korean experience and recommendations to improve policy governance
5. **Payment Schedule**
* 30% upon delivery and approval of Output # 1
* 20% upon delivery and approval of Output # 2
* 20% upon delivery and approval of Output # 3
* 30% upon delivery and approval of Output # 4
1. **Qualifications**
* Academic Degree / Level & Years of Professional Work Experience: TBD
* Languages: Spanish, English.
* Areas of Expertise: TBD
* Skills: TBD
1. **Characteristics of the Consultancy**
* Consultancy category and modality: Products and External Services Contractual, International, Firm, Lump Sum.
* Contract duration: TBD
* Place of work: Korea and Uruguay.
* Division Leader or Coordinator: Specialist in Competitiveness and Innovation (CTI/CUR) in coordination with the Secretary of the National Competitiveness System.
1. **Payment and Conditions**

Compensation will be determined in accordance with Bank’s policies and procedures. In addition, candidates must be citizens of an IDB member country.

1. **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 Bank as staff members or Complementary Workforce contractuals, will not be eligible to provide services for the Bank.

1. **Diversity**

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# IFD/CTI

**UR-T1125**

**New Institutional Framework for Competitiveness Support**

# TERMS OF REFERENCE UR-T1125

**“Strategic Design National Competitiveness System”**

1. **Background**

Over the past decade, Uruguay exhibited a robust economic growth; with investment and total factor productivity growth rates large enough to reduce the gap in output per worker vis-à-vis more advanced economies. Nevertheless, according to OECD estimates (Johansson et al., 2012) the share of innovation in total factor productivity (TFP) growth has remained quite low (15%) which contrasts the shares reached by countries with similar levels of per-capita income such as Korea, Finland, Ireland and Singapore. This persistently low share of innovation in recent TFP growth creates serious concerns about the long term sustainability of the growth process.

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1. **Objective**

The objective of the consultancy is to write a proposal about the optimal design of the National Competitiveness System, including the design of the Technical Secretariat, the territorial component and the best institutional framework to engage with the private sector (employers and employees) and the academia. Likewise it should include the mechanisms to integrate these actors in the design and monitor of the competitiveness agenda.

1. **Activities**
2. Benchmark analysis with other countries that have similar institutions, regarding the technical secretariat, territorial component and private sector involvement.
3. For each of the key elements of the SNC, survey of local actors (public, private and academia) and representatives of institutional arrangements already in place.
4. Analysis of the main topics of interest regarding competitiveness. Through the implementation of interviews, inquiries or group consultations, the contractual will determine which are the most important competitiveness drivers for the private and public sector, which instruments are considered to be the most useful, and which should be improved, created or removed.
5. **Reports / Deliverables**

The contractual shall deliver the following outputs:

1. Output # 1: A detailed Work Plan, within 10 days from the contract date, which will include the expected activity schedule, among other aspects.
2. Output # 2: Draft report on the progress of the consultancy.
3. Output # 3: Final Report / Presentation: Report that includes a proposed design for the Technical Secretariat, alternatives to address the territorial component and the best institutional framework to engage with the private sector and the academia, and mechanisms to integrate these actors in the design and monitor of the competitiveness agenda.
4. **Payment Schedule**
* 30% upon delivery and approval of Output # 1
* 30% upon delivery and approval of Output # 2
* 40% upon delivery and approval of Output # 3
1. **Qualifications**
* Academic Degree / Level & Years of Professional Work Experience: Master Degree in economics, competitiveness or public policy (or equivalent). At least five years working experience in: economics, innovation, institutions, competitiveness or public policy.
* Languages: Spanish, English.
* Areas of Expertise: TBD
* Skills: TBD
1. **Characteristics of the Consultancy**
* Consultancy category and modality: Products and External Services Contractual, International, Lump Sum.
* Contract duration: January 1st, 2016 to January 1st, 2018.
* Place of work: Montevideo, Uruguay.
* Division Leader or Coordinator: Specialist in Competitiveness and Innovation (CTI/CUR) in coordination with the Secretary of the National Competitiveness System.
1. **Payment and Conditions**

Compensation will be determined in accordance with Bank’s policies and procedures. In addition, candidates must be citizens of an IDB member country.

1. **Consanguinity**

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**UR-T1125**

**New Institutional Framework for Competitiveness Support**

# TERMS OF REFERENCE UR-T1125

 **“Guidelines and Procedures”**

1. **Background**

Over the past decade, Uruguay exhibited a robust economic growth; with investment and total factor productivity growth rates large enough to reduce the gap in output per worker vis-à-vis more advanced economies. Nevertheless, according to OECD estimates (Johansson et al., 2012) the share of innovation in total factor productivity (TFP) growth has remained quite low (15%) which contrasts the shares reached by countries with similar levels of per-capita income such as Korea, Finland, Ireland and Singapore. This persistently low share of innovation in recent TFP growth creates serious concerns about the long term sustainability of the growth process.

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1. **Objective**

The objective of this consultancy is to make a proposal regarding the operations guidelines and procedures of the different agencies involved in the system, their interaction and how they relate to the Technical Secretariat.

1. **Activities**
2. Analysis of the state of the art of each of the agencies concerning internal procedures: manuals, registration procedures, databases, information-sharing protocols, software, etc.
3. Identify similar procedures among agencies, overlaps and information sharing requirements.
4. Benchmark analysis with selected agencies at a national and foreign level.
5. Identify information and monitor requirements by the Technical Secretariat
6. **Reports / Deliverables**

The contractual shall deliver the following outputs:

1. Output # 1: A detailed Work Plan, within 10 days from the contract date, which will include the expected activity schedule, among other aspects.
2. Output # 2: Draft report on the progress of the consultancy.
3. Output # 3: Final Report / Presentation: Analysis report including the identification of agencies and Technical Secretariat procedures and guidelines requirements. Preparation of Manual procedures and protocols for the prioritized subjects.
4. **Payment Schedule**
* 30% upon delivery and approval of Output # 1
* 30% upon delivery and approval of Output # 2
* 40% upon delivery and approval of Output # 3
1. **Qualifications**
* Academic Degree / Level & Years of Professional Work Experience: Master Degree in economics, competitiveness or public policy (or equivalent). At least five years of experience in economics, innovation, institutions, organizational design, competitiveness or public policy.Languages: Spanish, English.
* Areas of Expertise: TBD
* Skills: TBD
1. **Characteristics of the Consultancy**
* Consultancy category and modality: Products and External Services Contractual, International, Lump Sum.
* Contract duration: January 1st, 2016 to January 1st, 2018.
* Place of work: Montevideo, Uruguay.
* Division Leader or Coordinator: Specialist in Competitiveness and Innovation (CTI/CUR) in coordination with the Secretary of the National Competitiveness System.
1. **Payment and Conditions**

Compensation will be determined in accordance with Bank’s policies and procedures. In addition, candidates must be citizens of an IDB member country.

1. **Consanguinity**

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**UR-T1125**

**New Institutional Framework for Competitiveness Support**

# TERMS OF REFERENCE UR-T1125

 **“Results Framework for Competitiveness and Innovation”**

1. **Background**

Over the past decade, Uruguay exhibited a robust economic growth; with investment and total factor productivity growth rates large enough to reduce the gap in output per worker vis-à-vis more advanced economies. Nevertheless, according to OECD estimates (Johansson et al., 2012) the share of innovation in total factor productivity (TFP) growth has remained quite low (15%) which contrasts the shares reached by countries with similar levels of per-capita income such as Korea, Finland, Ireland and Singapore. This persistently low share of innovation in recent TFP growth creates serious concerns about the long term sustainability of the growth process.

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In order to deal with this problem, the new government, which came to power in March 1st 2015, has announced the creation of the National Competitiveness System (Sistema Nacional de Competitividad - SNC). A new Cabinet for Competitiveness, led by the President of the Republic and including the different ministries that are involved in the productive development or competitiveness policies will be set up. This cabinet will coordinate strategies at the highest policy level. The decisions that arise will be transferred to the implementing agencies by the technical secretariat of the National Competitiveness System, who will coordinate and monitor the implementation among the different agencies and evaluate the effectiveness of the programs.

1. **Objective**

The objective of this consultancy is to design a results framework for competitiveness and innovation policies. The results framework will allow the technical secretariat to carry-out an ex-ante assessment of competitiveness and innovation public programs in order to guarantee that best-practice design principles have been followed and consistency of the overall policy mix is respected. At the same time the results framework will generate SMART indicators and mandatory guidelines for ex-post impact evaluation.

1. **Activities**
2. Analysis of best practices for Results Framework on competitiveness and innovation
3. Survey on local competitiveness and innovation public programs data and evaluations
4. Ex-ante assessment of competitiveness and innovation public programs
5. Evaluation protocols for different agencies
6. Long and medium term goals identification, objectives and performance Indicators
7. **Reports / Deliverables**

The contractual shall deliver the following outputs:

1. Output # 1: A detailed Work Plan, within 10 days from the contract date, which will include the expected activity schedule, among other aspects.
2. Output # 2: Draft report on the progress of the consultancy.
3. Output # 3: Final Report / Presentation: Results Framework for competitiveness and innovation, methodology proposal and evaluation protocols for the different agencies.
4. **Payment Schedule**
* 30% upon delivery and approval of Output # 1
* 30% upon delivery and approval of Output # 2
* 40% upon delivery and approval of Output # 3
1. **Qualifications**
* Academic Degree / Level & Years of Professional Work Experience: Master Degree in economics, statistics, competitiveness or public policy (or equivalent). At least five years working experience in statistics and public program evaluations.
* Languages: Spanish, English.
* Areas of Expertise: TBD
* Skills: TBD
1. **Characteristics of the Consultancy**
* Consultancy category and modality: Products and External Services Contractual, International, Lump Sum.
* Contract duration: January 1st, 2016 to January 1st, 2018.
* Place of work: Montevideo, Uruguay.
* Division Leader or Coordinator: Specialist in Competitiveness and Innovation (CTI/CUR) in coordination with the Secretary of the National Competitiveness System.
1. **Payment and Conditions**

Compensation will be determined in accordance with Bank’s policies and procedures. In addition, candidates must be citizens of an IDB member country.

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**New Institutional Framework for Competitiveness Support**

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**“ICT System and Program”**

1. **Background**

Over the past decade, Uruguay exhibited a robust economic growth; with investment and total factor productivity growth rates large enough to reduce the gap in output per worker vis-à-vis more advanced economies. Nevertheless, according to OECD estimates (Johansson et al., 2012) the share of innovation in total factor productivity (TFP) growth has remained quite low (15%) which contrasts the shares reached by countries with similar levels of per-capita income such as Korea, Finland, Ireland and Singapore. This persistently low share of innovation in recent TFP growth creates serious concerns about the long term sustainability of the growth process.

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1. **Objective**

The objective is the design and implementation of an information technology platform that will allow the technical secretary on-line access to the decisions taken at the agency level, both in terms of financial progress and physical outputs with the aim of increasing the monitoring capacities of competitiveness and innovation policies.

1. **Activities**
2. Survey of ICT Systems, programs and hardware available on each of the agencies.
3. Analysis of information exchange requirements among agencies and between them and the secretariat. Development of a minimum performance requirement protocol.
4. Evaluation of different alternatives for the implementation of an information system, including compatibility with existing systems.
5. Implementation of the selected ICT system.
6. **Reports / Deliverables**

The contractual shall deliver the following outputs:

1. Output # 1: A detailed Work Plan, within 10 days from the contract date, which will include the expected activity schedule, among other aspects.
2. Output # 2: Draft report on the progress of the consultancy.
3. Output # 3: Final Report / Presentation: Implementation of an ICT System that allows on-line access to the decisions taken at the agency level.
4. **Payment Schedule**
* 30% upon delivery and approval of Output # 1
* 30% upon delivery and approval of Output # 2
* 40% upon delivery and approval of Output # 3
1. **Qualifications**
* Academic Degree / Level & Years of Professional Work Experience: Master Degree in economics, competitiveness or public policy (or equivalent). At least five years working experience in: economics, innovation, institutions, competitiveness or public policy.
* Languages: Spanish, English.
* Areas of Expertise: TBD
* Skills: TBD
1. **Characteristics of the Consultancy**
* Consultancy category and modality: Products and External Services Contractual, International, Consulting Firm, Lump Sum.
* Contract duration: January 1st, 2016 to July 1st, 2017.
* Place of work: Montevideo, Uruguay.
* Division Leader or Coordinator: Specialist in Competitiveness and Innovation (CTI/CUR) in coordination with the Secretary of the National Competitiveness System.
1. **Payment and Conditions**

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1. **Consanguinity**

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# TERMS OF REFERENCE UR-T1125

 **“Impact Evaluation Program”**

1. **Background**

Over the past decade, Uruguay exhibited a robust economic growth; with investment and total factor productivity growth rates large enough to reduce the gap in output per worker vis-à-vis more advanced economies. Nevertheless, according to OECD estimates (Johansson et al., 2012) the share of innovation in total factor productivity (TFP) growth has remained quite low (15%) which contrasts the shares reached by countries with similar levels of per-capita income such as Korea, Finland, Ireland and Singapore. This persistently low share of innovation in recent TFP growth creates serious concerns about the long term sustainability of the growth process.

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1. **Objective**

Creation of an impact evaluation unit at the level of the system´s technical secretariat. The purpose of the unit is the implementation of regular impact evaluations programs for competiveness and innovation policies.

1. **Activities**
2. Establishment and implementation of the Impact Evaluation Unit. Development of procedures and protocols.
3. Training of agency staff on impact evaluation methodology.
4. **Reports / Deliverables**

The contractual shall deliver the following outputs:

1. Output # 1: A detailed Work Plan, within 10 days from the contract date, which will include the expected activity schedule, among other aspects.
2. Output # 2: Draft report on the progress of the consultancy.
3. Output # 3: Final Report / Presentation: Creation of the Impact evaluation unit at the level of the technical secretariat.
4. **Payment Schedule**
* 30% upon delivery and approval of Output # 1
* 30% upon delivery and approval of Output # 2
* 40% upon delivery and approval of Output # 3
1. **Qualifications**
* Academic Degree / Level & Years of Professional Work Experience: Master Degree in economics, statistics or econometrics (or equivalent). At least five years working experience in statistical analysis, including the design and implementation of impact evaluation methodologies.
* Languages: Spanish, English.
* Areas of Expertise: TBD
* Skills: TBD
1. **Characteristics of the Consultancy**
* Consultancy category and modality: Products and External Services Contractual, International, Lump Sum.
* Contract duration: March 1st, 2016 to December1st, 2016.
* Place of work: Montevideo, Uruguay.
* Division Leader or Coordinator: Specialist in Competitiveness and Innovation (CTI/CUR) in coordination with the Secretary of the National Competitiveness System.
1. **Payment and Conditions**

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