

**TERMS OF REFERENCE**  
**CONSULTANCY SERVICES FOR INSTITUTIONAL STRENGTHENING WITHIN THE**  
**SAINT LUCIA DEVELOPMENT BANK**

**1. BACKGROUND**

1.01 The Saint Lucia Development Bank (SLDB) is a body corporate re-established under the Saint Lucia Development Bank Act 2008 (the SLDB Act), whose issued shares are owned one hundred percent (100%) by the Government of Saint Lucia (GOSL). The mandate of SLDB is to mobilise and provide finance for and promote and facilitate the expansion and strengthening of the economic development of Saint Lucia. This is achieved through normal development banking activities; negotiating and accepting loans and credits; making loans and credits for development enterprises in priority areas; providing technical assistance (TA) to development enterprises; and such other things considered necessary in the pursuit of socio-economic and capital market development in Saint Lucia and the sub-region.

1.02 Aligned with its current Strategic Plan (2022-2025), SLDB is taking steps to refocus the organisation to meet its objective of becoming a more viable and competitive entity within the next three years. As such, the Bank is currently in the process of installing a new enterprise-wide ICT system and has recently concluded an assessment of the institutional capacity of the organisation to achieve its strategic objectives. The HR study included an institutional capacity gap analysis, designing a performance management system, reviewing the current compensation structure, and proposing a new organisational structure.

1.03 It is within this context that SLDB's management has requested TA from the Caribbean Development Bank (CDB) to implement the recommendations in the "HR Report" with particular focus on strengthening staff skills to support operational efficiencies and expansion of the Bank's loan portfolio. Implementation of these recommendations is a prerequisite for the operational and financial transformation of the Bank, and is necessary for its viability and long-term sustainability.

**2. OBJECTIVE**

2.01 The objective of the TA is to augment the institutional capacity of SLDB in the area of loan underwriting and administration, governance as well as customer service, in order to transform the Bank into a more efficient, agile and client-focused entity.

**3. SCOPE OF SERVICES**

3.01 The scope of services includes, but is not limited to:

- (a) Develop and implement an in-house training programme inclusive of workshops, seminars and classroom sessions, to address the competency and skills gaps identified in the HR Report. Priority should be given to the following key areas:
  - (i) Strategic leadership and Management: including leadership development, strategic planning and project management, business continuity planning and management;
  - (ii) Core Development Banking: including credit risk management, financial analysis and project monitoring and evaluation with focus on loan underwriting and portfolio management;

- (iii) Customer Service and Support: focusing on customer service excellence and team building;
  - (iv) Sales execution: focusing on sales and marketing as well as business development;
  - (v) General training: including Anti-Money Laundering Prevention, and Anti-Bribery & Anti-Corruption; and
  - (vi) Information technology: including training in Microsoft Office suite, data management and specialised ICT programmes.
- (b) Review and update procedure and policy manuals to ensure alignment with the proposed restructured organisation and the new IT System as well as current and best practices. This includes:
- (i) Procurement Policy
  - (ii) Finance Manual
  - (iii) IT procedures
- (c) Examine role of the Business Development and Marketing Officer with a view to drive the Bank's credit expansion agenda. Identify competency/skills gaps and provide required training. Subjects should include but are not limited to:
- (i) Sales execution
    - (aa) Sales and Marketing
    - (bb) Business Development
  - (ii) Resource Mobilisation & Proposal Development
  - (iii) Customer Service Excellence.
- (d) Provide support and guidance in the re-organisation of the service delivery function. Specifically, consideration should be given to the treatment of Credit Underwriting and Credit Administration as distinct units.

#### **4. IMPLEMENTATION ARRANGEMENTS**

4.01 The TA is to be executed over a period of twelve consecutive months, through the Office of the Managing Director of SLDB. SLDB will assign a member of staff within the organisation to assume the role of the Project Coordinator (PC). The PC will be responsible for coordinating and monitoring all aspects of the implementation of the TA. The PC will also be responsible for managing the selection and engagement of the consultant and for supervising this consultancy.

4.02 The PC will make available all relevant policies, guidelines and other documentation to facilitate the completion of the consultancy and will function as a liaison between CDB and the Consultant.

## 5. DELIVERABLES

5.01 The Consultant will be required to prepare and submit two copies (one hard copy and one electronic copy in Microsoft Word) of the following documents to SLDB within the time periods indicated:

- (a) Inception Report describing the approaches proposed to be taken to prepare and deliver the scope of works outlined, within two weeks of the commencement of the consultancy. SLDB and CDB will provide comments on this report within one week of receipt of the report and the Consultant will adjust the ongoing work having regard to the comments received.
- (b) Report I, on SLDB in-house staff training workshops within four weeks of acceptance of staff training plan by SLDB. The workshop report will include the evaluation by the participants.
- (c) Report II, on Draft revised policies and procedures manuals for presentation to SLDB management and staff within three weeks following acceptance of Report I by SLDB. SLDB will provide comments on the draft revised policies and procedures within two weeks of its receipt.
- (d) Report III, on Business Development/Marketing training within two weeks of acceptance of training plan by SLDB. The report will include the evaluation by the participants.
- (e) Report IV, consisting of final policies and procedures manuals within two weeks of receipt having regard to comments by SLDB management and staff.
- (f) Report V, providing guidance notes for the re-organisation of the service delivery function for presentation to SLDB management within three weeks of acceptance of report IV by SLDB. The report should provide specific, tangible and actionable interventions and procedures to achieve an efficient and seamless transition of the underwriting and recoveries units.

5.02 SLDB will provide CDB with an electronic copy in Microsoft Word, of each of the deliverables required under this consultancy.

## 6. QUALIFICATIONS AND EXPERIENCE

6.01 The Consultancy firm should (i) be familiar with current best practices related to the financial sector; (ii) have at least 10 years of direct experience in capacity building involving financial institutions; (iii) The firm should have at least 10 years' experience working in human resource training and development; (iv) at least 10 years' experience working in strategic management, HR management, Customer service or consulting on human resources (HR) topics. The consultancy team should have the necessary technical skills, with principal members having relevant qualifications. The Consulting team shall possess experience with training adults for professional development and excellent communication skills. Specific experience in the Caribbean context is desirable.

The firm is responsible for a complete representation according to the draft TOR. At a minimum the firm should include following Key professional experts as part of the team:

- (a) **Key Professional Expert 1: Team Lead Expert**, with no less than 10 years of professional experience and 5 years' experience working in human resource training and development,

strategic management, HR management, Customer service or consulting on human resource (HR) topics. Graduate studies in HR Management.

- (b) **Key Professional Expert 2: Financial/Business Analyst**, with a strong background in accounting, finance or economics. No less than 10 years' professional experience in the banking sector, including knowledge of anti-money laundering and anti-bribery and anti-corruption prevention. Experience in change management is also desirable.
- (c) **Key Professional Expert 3: IT Expert**, technical diploma, degree, or equivalent, with no less than 5 years' experience in consulting and change management.

## 7. **IMPLEMENTATION ARRANGEMENTS**

7.01 The Project is to be executed by a Consultancy over a period of twelve consecutive months. The Board of the SLDB will assign a member of staff within the organisation to assume the role of the Project Coordinator.