



JAMAICA: FOUNDATIONS FOR COMPETITIVENESS AND GROWTH PROJECT

Loan No.:8408-JM Component 1

Assignment Title: TECHNICAL ANALYST – DOING BUSINESS REFORMS

Reference No: FCG/CON/074

TERMS OF REFERENCE

1. BACKGROUND

The Foundations for Competitiveness and Growth Project (FCGP) was approved by the International Bank for Reconstruction and Development (the World Bank) on July 25, 2014 for the amount of US\$50.0 million. The Project is being implemented by the Planning Institute of Jamaica in collaboration with the Jamaica Promotions Corporation (JAMPRO) as the Lead Coordinating Agency (LCA) for Component 1 and the Development Bank of Jamaica as Lead Coordinating Agency for Components 2 and 3. FCGP aims to strengthen the business environment in Jamaica for private sector investment through:

- Component 1- Enhancing competition in the business environment through an improved business climate.
- Component 2- Facilitating strategic private investments through a Project Preparation Facility for public-private partnerships, divestments and other strategic investments.
- Component 3- Supporting small and medium enterprises (SME) capabilities and finance through matching grants to facilitate supply chain linkages, a line of credit and SME skills upgrading.

The initiatives under the project are expected to strengthen the enabling environment for private sector competitiveness to help Jamaica unleash its potential for productivity and growth.

FCGP is a World Bank funded Project which is proposed to be concluded on May 31, 2022. However, an expansion of the existing project is being negotiated, to implement critical Doing Business Reforms (DBR). The expected outcome of the expansion is the marked improvement in the business climate, evidenced by an improvement in the country's DBR ranking. The activities are therefore designed to boost Jamaica's investment climate, including the country's ability to secure a top 10 ranking in the DBR by implementing targeted reforms and initiatives and ensuring that the private sector is fully engaged to benefit from the initiatives implemented.

The expansion for DBR is aligned to a Cabinet mandate for Jamaica's achievement of a top 10 ranking. This primary objective will be met through the execution of initiatives that, inter alia:

- Facilitate firms' access to information on businesses policies, process and procedures across ministries, departments and agencies;
- Ensure strong legal frameworks and institutions that facilitate increased business activities;
- Streamline government interactions with the private sector through risk-based systems or joint inspections;
- Invest in e-government systems that facilitate online applications and tracking;
- Improve transparency of information and open publication of data; and
- Implement proper training and communication of reform efforts across government, to targeted impacted groups and to the nation in general.

The total value of the funding being sought for the expansion is US\$15 million, with US\$10 million in additional financing from the World Bank and US\$5 million being GOJ counterpart funding.

See Project Overview at Appendix 1.

FCGP provides technical assistance to Ministries, Departments and Agencies (MDAs) on pre-determined areas from its Project Appraisal Document. Most of the activities supported by the project involve the provision of technical assistance to MDAs through consulting services. Terms of References (TORs) and corresponding budgets are the modalities through which funding is sought by MDAs for all consultancies under FCGP. These TORs and budgets are normally prepared by MDAs, or an external expert. Funding is subsequently requested through the Lead Coordinating Agency by the MDA and approved by the relevant FCGP governance structures, based on the estimated budget.

Lessons learned from the implementation of FCGP point to capacity limitations in MDAs to develop the requisite Terms of References (TORs) and budgets, which are of sufficient quality to guide the work of consultants and ensure outputs of a desired standard. Additionally, it has been found that the preparation of Project Charters will also be necessary to contextualize and elaborate on initiatives to facilitate greater consultation with beneficiaries and create greater ownership by MDAs.

Approximately 40 TORs are expected to be generated by the activities identified in the expansion phase of FCGP. Delays in the preparation of a Project Charter and Terms of Reference, with corresponding budget, poses major risks for procurement and contract implementation, especially given the limited timespan for implementation of activities during this phase of the project. The engagement of technical expertise to support the preparation of Project Charters, TORs and corresponding budgets for the expansion of the phase of the project, has been identified as a critical mitigation measure.

2. OBJECTIVES

The objective of this assignment is to provide technical support to JAMPRO in the definition and design of studies, technical and analytical work to be funded under the FCGP, by collaborating with MDAs in the preparation of project charters, TORs and corresponding budgets.

3. SCOPE OF THE WORK

- i. Review with the JAMPRO Project Team and Procurement Specialist, the templates, quality standards and requirements for TORs and corresponding budgets to support consulting services under the FCGP.
- ii. Develop a template for Project Charters in collaboration with the JAMPRO Project Team and Project Execution Unit.
- iii. Collaborate with responsible MDAs and JAMPRO to prepare Project Charters for each major DRB indicator and/or thematic area (for e.g. communication).
- iv. Effectively collaborate with responsible MDAs and the Lead Coordinating Agency in defining the scope of work to be undertaken and the TORs, which will guide the consulting services required.
- v. Assess and revise existing draft TORs and make improvements based on agreed quality standards in consultation with sponsoring MDAs and the Lead Coordinating Agency.
- vi. Prepare Project Charters, TORs and detailed cost estimates, with underlying assumptions, for an agreed list of new pipeline activities in consultation with responsible MDAs and JAMPRO.
- vii. Obtain the MDAs' approval of draft TORs and cost estimates in collaboration with the Lead Coordinating Agency, for submission to Component 1's Technical Working Group.
- viii. Provide support to the MDAs in their presentation of the Project Charters, TORs and budgets to Component 1's Technical Working Group, and where applicable, Project Operations Committee and Project Steering Committee for approval.
- ix. Revise Project Charters, TORs and budgets as necessary, following comments from the Project's approving entities, including Component One's Technical Working Groups, Project Operations Committee, Project Steering Committee, the Project Executing Unit at the PIOJ and the World Bank.
- x. Submit finalized TORs and budget to the Lead Coordinating Agency.
- xi. Submit finalized Project Charters, ToRs and Budgets to the MDAs and Lead Coordinating Agency and obtain the MDAs' approval of the final Project Charters, TORs and cost estimates.

4. CONSULTANT PROFILE

The consultant should have:

- a. Post graduate degree in economics, management studies, public sector management or other relevant discipline. [15]
- b. At least 5 years' experience developing project and/or programmes for Government or International Development Partners. [30]
- c. At least 5 years' experience working on development projects and development issues. [20]
- d. Demonstrated experience with facilitation experience. [15]
- e. Demonstrated experience with research & communication. [20]

5. REPORTING REQUIREMENTS AND TIME SCHEDULE FOR DELIVERABLES

The Planning Institute of Jamaica is the Contracting Authority and is responsible for final approval of any contractual amendments and payments.

The Consultant will report to the Jamaica Promotions Corporation (JAMPRO), the Supervising Entity. The Supervising Entity shall be responsible for the approval of contractual reports and payment requests. The designated representative of the Supervising Entity is the Vice President – Research, Advocacy and Project Implementation.

In fulfilling his/her responsibilities, the designated representative will consult with the relevant MDA and requisite Committee(s)¹ to review and recommend approval of deliverables under this consultancy.

The intended start date is October 2020 and the period of implementation is six (6) months from this date. The Technical Analyst shall provide the following reports:

Delivery	Minimum Content	Submission Date	Review Period	Payment %
Inception Report	The inception report should include: <ul style="list-style-type: none">▪ Methodology for completion of assignment	2 weeks after contract inception	1 week	5%

¹ Terms of References from Component One are tabled at the Technical Working Group and depending on the budget, Project Operations Committee and/or Project Steering Committee.

Delivery	Minimum Content	Submission Date	Review Period	Payment %
	<ul style="list-style-type: none"> ▪ Workplan (activities and timelines for submission of required documents) ▪ Draft Outline for Project Charters ▪ Draft Template for TORs 			
5 Monthly Reports	<p>The subsequent five monthly reports should include:</p> <ul style="list-style-type: none"> ▪ Short description of technical progress, a list of meetings held and stakeholders engaged, problems encountered, recommended mitigation measures and planned work for the next month. ▪ Draft/Finalized Project Charters should be submitted an appendix to each monthly report. Project Charters are finalized when accepted by the MDA Beneficiary and PIOJ. ▪ Draft/Finalized and costed TORs should be submitted as an appendix to each monthly report. TORs are finalized when they are approved by the Technical Working Group, Project Operations Committee and Project Steering Committee, where applicable, and receive World Bank No Objection. 	Within 5 days of each month end	2 weeks	15% ²
5 Project Charters- Trading Across Borders, Enforcing Contracts, Getting Electricity, Resolving Insolvency, NCC Secretariat	<p>The Project Charters should include:</p> <ul style="list-style-type: none"> ▪ Executive Summary; Project Purpose and Definition (Project Vision, Scope, deliverables) Project Phasing; Project Stakeholder Analysis and Management Plan; Project Schedule; Project Assumptions; Measures of Success; Risk Management Matrix, including Mitigation Strategies; Project Financing; Project Governance; Potential Contracts; Review and Approval Process. 	6 weeks after inception of contract	3 weeks	25% ³
20 Finalized and Costed TORs	<ul style="list-style-type: none"> ▪ Signed TORs in agreed template ▪ Cost estimates in an agreed template 	Weeks 10-20 (after contract inception)	2 weeks after submission of each TOR	50% ⁴
Final Report	<ul style="list-style-type: none"> ▪ Short description of achievements including problems encountered and recommendations and finalized templates. 	Week 22	2 weeks	5%

² Divided according to the number of months

³ Divided according to the number of charters.

⁴ Divided according to the number of activities.

6. CLIENT'S INPUT AND COUNTERPART PERSONNEL

JAMPRO will provide meeting rooms and materials for consultations as necessary.

The supervisor will be the Manager, Corporate Initiatives, JAMPRO. The Supervisor will be responsible for approval of reports and invoices, after due consultation with the MDAs.

APPENDIX 1 – PROJECT OVERVIEW

1. PROJECT DATA

Project title: Foundations for Competitiveness and Growth Project

Start/end date: August 2014 – May 31, 2022

Project Amount: US\$50.0 million (loan)

Source/Type of Financing: International Bank for Reconstruction and Development (The World Bank)

Implementing Agency: The Planning Institute of Jamaica (PIOJ)

Lead Coordinating Agencies: Development Bank of Jamaica (DBJ), JAMPRO

2. PROJECT OVERVIEW

Project Development Objective: To strengthen the business environment in Jamaica for private sector investment

Component 1 (JAMPRO): Enhancing competition in the business environment. This component will provide technical assistance (TA) and implementation support to address critical business regulation and procedural issues that constrain firm entry, operation and expansion, competition, and trade and logistics.

Component 2: Facilitating strategic private investments. This component will finance studies and TA to enable the government to prepare and close large strategic investment transactions with private sector participation. Strategic sectors include sectors such as agribusiness, energy, information and communications technology, logistics, transportation (airports, ports, etc.), social sector PPPs (such as health and education), tourism, and water and sanitation.

Component 2A (PIOJ/DBJ): Project preparation facility (PPF). The PPF will finance studies and TA to facilitate strategic transactions such as infrastructure and social sector PPPs, divestments, and other strategic investments. Such studies and TA will include pre-feasibility, feasibility, financial, legal, environmental, and social as needed to bring strategic transactions to market.

Component 2B (PIOJ/JAMPRO/DBJ): TA and studies for investment support. The project will also finance TA and studies complementary to the PPF to increase GOJ capacity for strategic project origination, planning, and implementation, including:

- (i) Project origination and investment generation support for JAMPRO. This will include funding for investment facilitation of projects supported by the PPF, as well as support for project packaging for key private investment deals.
- (ii) Project pre-commissioning and contracting support, including funding three additional senior attorneys in the Attorney General’s Chambers to increase capacity to review key transaction documents and provide negotiation support.

(iii) Contract management support to improve ex-post monitoring to ensure investors have delivered against contracts and investment plans.

(iv) Financing for three critical sector planning studies: a Master Plan for the LHI with an industry analysis for SEZs, a redevelopment plan for downtown Kingston, and a tourism-agribusiness demand and linkages study.

Component 3: Supporting SME capabilities and finance. This component will provide support directly to SMEs by funding a combination of supply chain learning, skills upgrading, and finance.

Component 3A (PIOJ/DBJ): SME supply chain support and skills upgrading. The project will finance matching grants and TA to upgrade the capabilities of SMEs in specific eligible supply chains to meet the purchasing needs of large buyers. Specific activities to be financed include:

- (i) TA will be provided facilitate group problem-identification processes by applicant SMEs and a large buyer in a supply chain.
- (ii) Based on acceptable supply chain business plans, the project will provide matching grants to individual firms to co-finance learning and skills upgrading to help SMEs meet the quality standards in the supply chain and increase sales to large buyers.
- (iii) The project will also finance TA to continue the initial group facilitation process as required, evolving into a public-private dialogue (PPD) mechanism to help resolve broader implementation bottlenecks such as specific regulatory and administrative barriers or the failure of existing public support schemes to reach intended beneficiaries.

Component 3B (DBJ): SME finance. The project will fund a line of credit (LOC) through DBJ for on-lending to approved financial institutions (AFIs) for loans to SMEs.

Component 4 (PIOJ): Project implementation and M&E

Component 4A: Project management and implementation. This sub-component will fund all project management and operational costs associated with the project.

Component 4B: TA for communications and productivity evaluation. The project will finance TA to support PIOJ's implementation and evaluation of the project.

3. PROPOSED EXPANSION OF FOUNDATIONS FOR COMPETITIVENESS AND GROWTH PROJECT

Background

In July 2018, Cabinet mandated the National Competitiveness Council (NCC), whose Secretariat is housed at Jamaica Promotions Corporation (JAMPRO), to drive the necessary initiatives and reforms to secure a Top 10 ranking in the World Bank's Doing Business Report (DBR). This directive was given following Cabinet's review of a Doing Business Reform Memorandum prepared by the International Finance Corporation (IFC) on behalf of the JAMPRO. The Memorandum contained 69 short and medium to long-term recommendations for Jamaica's consideration in its bid to secure a top 10 placement in the DBR.

The 2020 DBR ranked Jamaica as 71st of 190 countries with a score of 69.7 – a positive move of four spots and 2.2 points over the 2019 ranking.

The NCC is a public-private sector body chaired by the Hon. Daryl Vaz, with support from JAMPRO as the Technical Secretariat, which works with various agencies across Government to identify, implement and monitor reforms geared at improving Jamaica’s business environment.

Based on the Cabinet’s mandate, the NCC has updated the National Business Environment Reform Agenda (BERA), which is in part derived from an analysis of IFC’s Reform Memo, and which outlines the strategic and transformational initiatives across government that are designed to address the issues affecting the business climate as categorized by the 10 DBR indicators.

Further to this work, the partners within the NCC recognizes and agree that there are additional reforms that do not impact the World Bank’s Doing Business Report, but which are critical to creating an environment conducive to the growth of business. These include the implementation of a National Investment Policy, the establishment of a National Business Portal, the development of a national strategy focused on production and penetration of local and overseas markets and a policy to drive linkages. These directly affect Jamaica’s ability to facilitate and support investment projects, as well as, effectively penetrate target export markets, all of which remain critical factors in achieving competitiveness.

Purpose of Project

The primary purpose of the project is therefore to support activities designed to boost Jamaica’s investment climate including the country’s ability to secure a top 10 ranking in the DBR by implementing targeted reforms and initiatives and ensuring that the private sector is fully engaged to benefit from the initiatives implemented.

Specifically, the programme is designed to implement initiatives that foster a seamless business experiences and to drive investments and exports, as well as to strengthen business linkages in the domestic market. The project also intends to leverage the international perspective of the World Bank’s International Finance Corporation (IFC) to provide globally benchmarked technical advice in the execution of the critical reforms.

Proposed Timeframe

The timeframe for the expansion is three years.

