



## **JAMAICA: FOUNDATIONS FOR COMPETITIVENESS AND GROWTH PROJECT**

Loan No.: 9203-JM – Component 1

**Assignment Title:** *Communication/PR Programme A – Getting Credit, Protecting Minority Investors, Starting a Business, Resolving Insolvency, Paying Taxes Indicator Areas*

**Reference No.** (as per Procurement Plan): FCG/AF/CON/01

### **TERMS OF REFERENCE**

#### **1. BACKGROUND**

##### **Country Background**

In July 2018, Cabinet mandated the National Competitiveness Council (NCC) to drive the necessary initiatives and reforms to secure key Investment Climate Reforms. The directive was given following Cabinet's review of the Doing Business Reform Memorandum prepared by the International Financial Corporation (IFC) on behalf of the Jamaica Promotions Corporation (JAMPRO). This Memo sought to identify the recommended reforms that were designed to support the government's bid to improve its investment climate.

Based on the Cabinet's mandate, the NCC updated the National Business Environment Reform Agenda (BERA), which is in part, derived from the Reform Memorandum and outlines the strategic and transformational initiatives across government that are designed to address the issues affecting the business climate. The reforms seek to address both the cost of doing business with the Jamaican public sector but also the time it takes to complete a process – ultimately reflecting the amount of effort that has to be invested by a firm when trying to do business.

##### **Current situation in the sector**

Key reforms that form part of this scope of works are Starting a Business, Getting Credit, Resolving Insolvency, Paying Taxes and Protecting Minority Investors.

Reforms for "Starting a Business" will target expansion and improvement of the service delivery of the Companies Office of Jamaica, as well as modernization of the legislative and regulatory framework concerning the process. One major undertaking the comprehensive revision and updating of the Companies Act to incorporate all amendments and regulations that had been promulgated over the course of over a decade. So comprehensive are the revisions that the Protecting Minority Investors reforms will also be included in this legislative revision of the Companies Act thus giving

the MSME greater weight in the business affairs of the companies that have benefitted from its investments.

Getting Credit reforms are designed to more firmly establish the secured transaction regime, as well as the framework for mandatory filing with the credit bureaus and updating the Insolvency Act to bolster the credit index. Essentially, working through the various public and private sector stakeholders, including the Bank of Jamaica and the Ministry of Finance and the Public Service (MOFPS), as well as the Jamaica Bankers Association (JBA), the Private Sector Organisation of Jamaica (PSOJ) and the microfinanciers, Jamaica has already benefitted from a number of reform initiatives.

The challenge remains creating a comprehensive programme and communicating such to the public. Resolving Insolvency reforms will seek to strengthen and modernize the country's ability strategically leverage instances of insolvency to the firms' benefit and thus the economy. The Bankruptcy and Resolving Insolvency Act of 2014, though relatively modern will benefit from even further international best practice provisions. Paying Taxes reflects activities that are designed to improve the ease at which firms can pay their taxes by leveraging online platforms to improve compliance and efficiency. The MOFPS, in keeping with the thrust of the other government entities, will be moving to simplify critical tax processes and broaden the services that can be accessed virtually.

Appendix 1 provides greater details on each reform area.

### ***Project Description***

The overall objective of the Foundations for Competitiveness and Growth Project (FCGP) is to strengthen the business environment in Jamaica for private sector investment by promoting broad-based private sector-led growth, improving the investment climate, modernizing infrastructure and logistics, as well as enhancing entrepreneurship and competitive industries.

Component 1 of the project, which is coordinated by JAMPRO, seeks to enhance competition in the business environment. 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.

The Government successfully engaged the World Bank to extend and expand its 6-year US\$50 million loan facility called Foundation for Competitiveness and Growth Project (FCGP) to allow it to deepen the reform initiatives that had been supported under the Project. Approval was granted for the Additional Financing of US\$10 million from the World Bank and the Government committed to provide a further US\$5 million, thus providing a total of US\$15 million to support the various government entities implementation of investment climate reforms.

Implementation of the FCGP is expected to be concluded on March 31, 2024 based on the Additional Financing that has been approved by the World Bank and Government of Jamaica (GOJ) to implement critical investment climate reforms. The expected outcome of the expansion is the marked improvement in the business climate. 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, including to improve the trade environment.

## 2. Objective(s) of the Assignment

The **purpose** of this contract is to increase public awareness of reforms that are planned as well as those that have been undertaken by the Government of Jamaica aimed at improving the business environment for private sector investment.

Additionally, the contract aims to increase awareness of the Government of Jamaica's (GOJ's) agenda to improve the country's business reforms among the general public, both local and international, and thus generating tangible and measurable contribution to the economy in the form of signed MOUs and contracts outlining reform projects for the benefit of the private sector. This is to be done through the development and execution of a two-pronged communications plan that targets the main audience impacted by the business reforms as well as the wider public.

Results to be achieved:

- Comprehensive one-year Communications Plan developed to ensure greater public awareness of the following reform areas as they are implemented:
  - i. Starting a Business
  - ii. Getting Credit
  - iii. Resolving Insolvency
  - iv. Paying Taxes
  - v. Protecting Minority Investors
- Collateral material for the reform areas designed and produced.
- Communication Plan implemented.
- Impact measured against targets and results from baseline survey (this will subsequently be validated by an independent entity).

## 3. Scope of Services, Tasks (Components) and Expected Deliverables

3.1 Undertake an internal/external Communication Audit to ascertain the scope of support required by the targeted reform areas and their implementing entities, taking into consideration any nuances in respect of gender<sup>1</sup>. Essentially, the Contractor will establish a baseline for communications gaps and overlaps by assessing the country's current standing against comparable Caribbean countries and leading world economies. Specifically, the consultancy will require the:

- i. Analysis and assessment of the impact of previous endeavours and campaigns;
- ii. Review of existing lines of communication (personnel, processes & protocols);
- iii. Review of existing communication/visibility materials for each reform (inventory, audiences served, proven/perceived effectiveness);
- iv. Undertaking of comprehensive stakeholder mapping;
- v. Baseline survey among existing and potential users of the services;
- vi. Formative research among beneficiary partners as well as key internal and external stakeholders to ascertain the communications/PR needs for the reform areas (more details in Appendix 1); and

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<sup>1</sup> The project is seeking to close the gender gap by making business environments more conducive for women-led businesses by supporting women's access to jobs, credit, and voice and agency are important for poverty and inequality reduction.

### 3.2 Development of a 12-month Communication Plan

#### Technical

- i. Define communications objectives
  - by audience (MDA, private sector investors, interest groups etc.);
  - by purpose/outcome (Information, Attitude & Behaviour/Action); and
  - performance indicators should be clearly defined and measurable to facilitate monitoring and evaluation of outcomes.
- ii. Using the baseline established by the communication audit, develop policies, procedures & protocols related to communications and public relations activities under this contract. The development of these policies and procedures should also be guided by consultations with the relevant stakeholders on institutional procedures ensuring inter alia, consistency of the messages being communicated – see Appendix 1 for an initial stakeholder listing.
- iii. Develop marketing communications strategies, campaigns, and initiatives, taking into account age and gender considerations, to educate and influence the public perception and understanding of the business reforms being implemented by the Government of Jamaica with the aid and for the benefit of private sector including:
  - digital and social media marketing strategies
  - creation of explainer and ‘how-to’ videos
  - creation of testimonial videos
  - planning and execution of targeted events (creating opportunities to liaise with
  - photo opportunities
  - use of electronic multimedia (including Radio, Television & Intelligent Multimedia)
  - use of print media
  - use of flyers, brochures, posters, banners, billboards and other memorabilia
- iv. Develop targeted information sessions including workshops, seminars, round table discussions and press conferences, taking into account gender considerations, in consultation with beneficiary partners and relevant stakeholders.
- v. Identify appropriate mechanisms for effective monitoring and evaluation, which should be incorporated into the communication plan along with the requisite tools and templates.
- vi. Establish Project Timelines:
  - Develop a timetable for implementation of the Plan.
  - Creation of a marketing campaign schedule or Gantt chart to span entire campaign and planned activities.
  - Creation of a content calendar to underscore implementation tactics applied.
  - Identify priority actions and milestones within a one-year Communications Plan to help inform decision-making. This should be clearly aligned with the overarching project goals and objectives
- vii. Prepare detailed budget for implementation of the Plan clearly showing placements that need to be paid by the Contractor vs those to be paid for by the FCGP. Typically, the FCGP will cover payments for traditional media placements (e.g. radio, print, tv, billboards) and venues for events, while digital marketing placements (e.g. social media, digital display advertising) should be covered by the Contractor.
  - To this end, the Contractor is responsible to create and execute a media placement schedule, including liaising with the FCGP for payment for agreed relevant placements.

- viii. Establish working protocols and lines of communication for review and approval with each beneficiary partner
- ix. Present final Communication Plan to relevant stakeholders, using appropriate media

### 3.3 Execution of the Approved Communication Plan

- i. Submit a creative brief with core creative concepts, preliminary copywriting and design as a precursor to activating the communication material production line.
- ii. Design the graphic and artwork as well as produce/print and publish/place communications and visibility collaterals, including:
  - newsletters, brochures and other literature;
  - press releases and news articles/advertorials in print and electronic media; and
  - advertising via relevant media channels.
- iii. Collate and analyze media coverage to determine the ongoing success of the campaign as per targets established.
- iv. Coordinate the organization of events (virtual or otherwise) including workshops, seminars and press conferences.
- v. Provide proforma invoices for placements to be covered by the FCGP as agreed under the Plan.
- vi. Maintain effective working relationships with media representatives.
- vii. Meet with the contract management as necessary to ensure optimal achievement of the contract objectives.
- viii. Any other activities deemed necessary to achieve the mandate of the consultancy, i.e. record keeping, bookkeeping and invoicing, dispute management and other administrative affairs.

3.4 Submission of final report to include summary of executed activities and performance reports against baseline and agreed targets as well as lessons learnt during the consultancy.

### Expected deliverables of the campaign:

- 1. Baseline Survey Results and Report
- 2. Communications Plan, including:
  - a. Campaign objectives and outcomes (including performance indicators and targets)
  - b. Detailed description of audiences (stakeholders, beneficiaries, general public, etc.) and their interactions
  - c. An elaborated message to be conveyed via media and other communication channels, tailored to each channel appropriately.
  - d. Messaging matrix
  - e. Plan of events and budgets
- 3. Monthly Progress Reports and project relevant paperwork completed and submitted as per the schedule
- 4. Final Report on Implementation of Plan, including coverage and impact analysis as well as campaign success evaluation based on pre-set KPIs

## **4. Team Composition & Qualification Requirements for the Key Experts**

### ***Key Expert 1: Team Leader***

- An undergraduate degree in Media & Communication, Public Relations, Media Studies, Business Administration and/or Management other relevant field; is required, although a post-graduate degree is preferred.

- At least 10 years' demonstrated experience in drafting communication collateral (including press releases, social media post, etc.).
- At least 10 years' experience in the development and execution of marketing communications plans.
- General knowledge of the Public Relations, Marketing, Events Promotion, or Journalism trades.
- Experience with managing and generating content for social media platforms and their respective audiences.
- Experience in communicating government and/or corporate services.
- Experience of bringing private and government sector together in terms of communication and cooperation.

***Key Expert 2: Content Developer***

- An undergraduate degree in Multimedia Design, Content Development or Journalism or other relevant field.
- At least 5 years' relevant experience, including at least two major projects in recent five-year portfolio.
- Relevant certifications/training in the area of content development and social media marketing.
- Competent in the use of relevant software.
- Demonstrated experience working with internal and external stakeholders.

***Key Expert 3: Event Manager***

- An undergraduate degree in Marketing, Event Management, Project Management, or other related degree.
- At least 5 years' relevant experience, including at least two (2) major event projects in recent five-year portfolio.
- Competent in the use of relevant software.
- Demonstrated experience working with internal and external stakeholders.

***Non-Key Expert 1: Graphic Specialist***

- An undergraduate degree in Design, Graphic Design or other relevant field, or certification/training in relevant design software.
- At least 5 years' relevant experience at least two major campaigns in recent five-year portfolio.
- Competent in the use of relevant software.
- Demonstrated experience working with internal and external stakeholders.

***Other Non-Key Experts***

The Contractor must select and hire other experts as required according to the profiles identified in the methodology. All experts must be independent and free from conflicts of interest in the responsibilities they take on. The selected experts must be subject to approval by the Supervising Entity before the start of their implementation of tasks. The overall team must include local representatives and experts to ensure best leverage. For the baseline survey to be undertaken, the Contractor may decide to sub-contract these services based on approval by the Supervising Entity.

## 5. Reporting Requirements and Time Schedule for Deliverables

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

The Contractor will report to JAMPRO, as the Contract Supervisor. The Contract Supervisor shall be responsible for general oversight of the project, the approval of contractual deliverables and payment requests. Final approval of the deliverables resides with the President – JAMPRO, or her designate. The designated representative in JAMPRO is the Vice President with responsibility for Marketing with support from the Corporate Initiatives Department, which will have day-to-day interface with the Contractor. The Contractor will also be required to interface with the beneficiary partners, who will be consulted before the approval of any relevant deliverables.

The intended start date is April 2022 and the period of implementation of the contract from this date is 18 months from this date.

In addition to any documents, reports and output specified under “Scope of Services, Tasks (Components) and Expected Deliverables”, the Contractor shall provide the following, which must consist of a narrative section and a financial section, actual vs plan comparison, effectiveness in KPIs, sustainability and potential for continuation/improvement (if applies):

Name of Deliverable	Minimum Content	Time of submission	Review Period	Payment
Inception Report	Analysis of existing situation.	2 weeks after project start date	1 week	10%
Communication Audit and Survey Results	Assessment and comparative analysis of communication needs for all beneficiaries. Baseline survey results including the survey instrument.	10 weeks after project start date	2 weeks	10%
Draft Communications Plan	Comprehensive, costed Communications Plan, including target audiences, strategies, policies, timetable, costs and priorities to cover the period of the consultancy starting at the beginning of Month 4.	14 weeks after project start date	2 weeks	N/A
Final Communications Plan	Comprehensive, costed Communications Plan, including target audiences, strategies, policies, timetable, costs and priorities, incorporating final comments.	18 weeks after project start date	1 week	10%
Monthly Reports	Status of implementation, including digital executions reports from social media, website and platforms; risks to implementation and mitigation strategies; issues and challenges; and recommendations.	Within five (5) days after the end of the month	1 week	n/a
Quarterly Progress Reports [6]	Short description of implementation progress (technical and financial) including problems encountered and proposed solutions; planned work for the next 3 months; matters for	1 week after the end of each quarter (from project start date)	1 week	60% (10% each)

<b>Name of Deliverable</b>	<b>Minimum Content</b>	<b>Time of submission</b>	<b>Review Period</b>	<b>Payment</b>
	decision; budget tracking accompanied by an invoice and supporting documentation.			
Draft Final Report	Description of achievements including problems encountered and recommendations.	1 month before contract end date	2 weeks	N/A
Final Report	Short description of achievements including problems encountered and recommendations, a final invoice and the financial report.	2 weeks before contract end date	2 weeks	10%

Each Deliverable is to be submitted in electronic form. Four hard (4) copies of the communication plan and final reports referred to above must be submitted to the Contract Supervisor identified in the contract. All reports must be written in English.

All graphic designs and proposed posts and publications are to be submitted electronically, in an agreed format, for review and approval.

Payments are made by the Contracting Authority upon approval by the Contract Supervisor.

## **6. Client's Input and Counterpart Personnel**

The Contract Supervisor will liaise closely with the relevant partner agency in the management of the contract to achieve the mandate of the consultancy providing with requested support and reasonable input in the form of feeding information, putting parties into contact and overall monitoring of cooperation.

JAMPRO will facilitate introduction to beneficiary partners as required under the contract.

## APPENDIX 1

Focus Area	Current Situation	Main Beneficiary Partner	Other Stakeholders	Target Audience
Starting a Business	<p>The reforms targeted will expand and improve the service delivery of the Companies Office of Jamaica, as well as modernize the legislative and regulatory framework concerning the process.</p> <p>Unfortunately however a number of Jamaicans are unfamiliar with the process or do not understand the need to register their business. In addition, while the process is online some persons are unclear on how to use the online system.</p>	Companies Office Jamaica	<ul style="list-style-type: none"> <li>Ministry of Industry, Investment and Commerce</li> <li>Cabinet Office</li> <li>NCC Technical Working Group</li> <li>JAMBAR</li> </ul>	<ul style="list-style-type: none"> <li>Potential Business People (Wide Jamaica)</li> <li>Lawyers (Bar Association)</li> <li>Existing Businesses (already registered)</li> <li>Existing Businesses (unregistered)</li> <li>Youth/Students (Grades 11-13/Tertiary)</li> <li>Citizens and residents</li> </ul>
Getting Credit	<p>In light of the current challenge facing the business community in its attempt to access financing, the specific reforms are designed to more firmly establish the secured transaction regime, as well as the framework for mandatory filing with the credit bureaus and updating the Insolvency Act to bolster the credit index.</p> <p>There are several stakeholders, both public and private sector working on related and supporting project but there is no story on the comprehensive impact that these reforms will have on the business environment.</p>	Ministry of Industry, Investment & Commerce (MSME Unit)	<ul style="list-style-type: none"> <li>Bank of Jamaica</li> <li>Development Bank of Jamaica</li> <li>EXIM Bank</li> <li>Ministry of Finance</li> <li>Jamaica Bankers Association</li> <li>Private Sector Association of Jamaica</li> <li>Jamaica Micro Financing Association of Jamaica</li> </ul>	<ul style="list-style-type: none"> <li>The MSME Association</li> <li>Existing Businesses (already registered)</li> <li>Existing Businesses (unregistered)</li> <li>New Businesses</li> <li>Tertiary Students &amp; recent graduates (especially those with business studies)</li> <li>Private Sector Umbrella Associations</li> <li>Citizens &amp; residents</li> </ul>

Focus Area	Current Situation	Main Beneficiary Partner	Other Stakeholders	Target Audience
Paying Taxes	<p>. The reform activities are designed to improve the ease at which firms can pay their taxes by leveraging their online platform to improve compliance and efficiency. The MSME sector which has already benefitted from a reduction in the General Consumption Tax (GCT) in 2020 and will now also benefit from a simplification of its payroll taxes thus resulting in a marked improvement in fiscal responsibilities.</p> <p>Apart from the tax rates, the business environment has been affected by the onerous steps involved in paying taxes that serve as an additional disincentive to join the formal economy. The TAJ has been using social media to promote the services, especially those that have become virtual. There remains a number of services provided by the TAJ that belong to other entities that remain manual.</p>	<ul style="list-style-type: none"> <li>• Ministry of Finance and the Public Service</li> <li>• Tax Administration Jamaica</li> </ul>	<ul style="list-style-type: none"> <li>• National Insurance Scheme HEART</li> <li>• Ministry of Education</li> <li>• Private Sector Association of Jamaica</li> <li>• Global Services Sector Association of Jamaica</li> </ul>	<ul style="list-style-type: none"> <li>• Existing Businesses (already registered)</li> <li>• Existing Businesses (unregistered)</li> <li>• New Businesses</li> <li>• Citizens &amp; residents</li> <li>• Private Sector Umbrella Associations</li> </ul>
Protecting Minority Investors	<p>Protecting Minority Investors is the heretofore little-known indicator area that addresses any inequity in the treatment of firms that are not major shareholders in businesses. The proposed reforms will focus on amending the legislative framework to give the MSME greater weight in the business affairs of the company that has benefitted from its investment.</p>	<ul style="list-style-type: none"> <li>• Companies Office Jamaica</li> <li>• Jamaica Stock Exchange</li> </ul>	<ul style="list-style-type: none"> <li>• Ministry of Industry, Investment and Commerce</li> <li>• NCC Technical Working Group</li> <li>• Jamaica Chamber of Commerce</li> </ul>	<ul style="list-style-type: none"> <li>• Private Sector Umbrella Associations</li> <li>• Citizens &amp; residents</li> </ul>

Focus Area	Current Situation	Main Beneficiary Partner	Other Stakeholders	Target Audience
Resolving Insolvency	<p>Resolving Insolvency seeks to strengthen and modernize the country's ability strategically leverage instances of insolvency to the firms' benefit and thus the economy. The Office of the Supervisor of Insolvency serves as the main implementing agency that has already benefitted from support from the FCGP in the promulgation of a new Insolvency Act. Therefore, the current reform will focus on legislative amendments to ensure that the Act remains current with international benchmarks. Upon the implementation of these reforms, the MSME sector will have benefitted from amendments in the legislative and regulatory frameworks, as well as improved web-based infrastructure that map the life cycle of companies.</p> <p>Firms considering insolvency in Jamaica face a stigma that prevents them from seeking assistance. Greater information on the process, how to avoid its occurrence, the alternatives and the benefits that can be derived needs to be shared</p>	<ul style="list-style-type: none"> <li>• Office of the Supervisory of Insolvency</li> <li>• Ministry of Industry, Investment &amp; Commerce</li> </ul>	<ul style="list-style-type: none"> <li>• JAMBAR</li> <li>• Private Sector Organization of Jamaica</li> <li>• Jamaica Chamber of Commerce</li> </ul>	<ul style="list-style-type: none"> <li>• Existing Businesses (already registered)</li> <li>• Existing Businesses (unregistered)</li> <li>• New Businesses</li> <li>• Citizens &amp; residents</li> <li>• Private Sector Umbrella Associations</li> </ul>