



JAMAICA: FOUNDATIONS FOR COMPETITIVENESS AND GROWTH PROJECT

Loan No.:9203-JM – Component: 1

Assignment Title: Design, Develop and Implement Phase 2B of the National Business Portal (NBP) Project

Reference No. (as per Procurement Plan): FCG/AF/CON/26

Terms of Reference

1. BACKGROUND

The Government of Jamaica (GOJ) has long been committed to creating an enabling environment conducive to economic growth and development. This is in keeping with the modernisation and efficiency thrust geared towards improving the investor experience in Jamaica and making the country a premier destination for doing business globally. The need for digitisation has become even more evident during the COVID-19 pandemic, as the demand for electronic services has increased exponentially.

The National Investment Policy (NIP) is the blueprint that has been developed to guide investing in Jamaica and to improve business efficiency and is the policy framework for establishing the National Business Portal (NBP). The NBP complements and supports implementation of the NIP through the development of an online platform that houses the Business-to-Government online interface for all Government entities involved in the investment or business facilitation process.

The main functions of the National Business Portal are as follows:

- provide simple, but detailed information to potential investors on all aspects of doing business in Jamaica;
- allow key Government entities to be updated on new investment projects, including the provision of a closed group interactive discussion forum for the Ministries, Departments and Agencies (MDAs);
- allow investors to register their interest or project as an investment, and interface with key Government agencies for the application and processing of investment related permits and licenses (some of which may be accessed through the portal, but hosted on separate systems); and
- provide a platform to drive improvements in the speed and quality of decision making by the participating Government entities through business process reengineering and improved information sharing.

This ‘one stop’ electronic platform will provide easier access to public sector interests and potential investors and promotion of e-government which will boost efficiency across government and businesses in Jamaica.

Given the current structure of the project, the NBP Project will be executed in Three Phases with relevant sub-phases:

- **Phase 1: Creation of Investor Registration Portal**

The first phase of the project resulted in the creation of an information portal that allows for investor registration and back-end GoJ discussion forum on the NBP’s main interface

(www.dobusiness.gov.jm). This phase was built by eGov Ja and was launched on September 30, 2020.

- **Phase 2: Re-engineering of Initial Eight Business Processes**

Phase 2 facilitated the re-engineering of eight (8) select processes for online transactions and the development of functional requirements for how these services would translate into a transactional online Portal. This phase was finalised in June 2020 and was funded by the Foundations for Competitiveness and Growth Project (FCGP).

- **Phase 2B/C: Re-engineering of an Additional 10-12 Business Processes**

Subsequent Phase 2 sub-phases will be implemented to see the re-engineering of additional MDA processes and preparation of documentation to allow them to become transactional on the NBP. This phase development of the National Business Portal is in line with the GOJs overarching commitment to create an enabling business environment. The objective of finalising processes to be re-engineered and subsequently including them on the platform in these Phase 2 sub-phases of the NBP is a major step in the digitisation thrust of the GOJ. At present Phases 2B and 2C have been scoped and will be completed by the latest December 2022. They will be funded by the FCGP, and the Global Services Sector Project (GSSP) respectively.

- **Phase 3: Design, Development and Implementation of the IT Portal**

The most critical stakeholders on the NBP will be potential applicants who will utilize the portal to make applications, submit information to relevant MDAs and track the status of applications, as well as, receive notifications and correspondences including official letters of approval, refusal and where relevant applicable licenses and certificates. It is envisioned that the NBP will be the single applicant interface, which will present a unified applicant experience regardless of the organisations, processes and systems that are involved in the provision of the relevant services.

Phase 3 is currently going through the procurement process and will be built based on the re-engineered processes from Phase 2 along with the film licensing process to bring the total number of processes to nine. This will be the stage of the delivery of the actual NBP online solution using the functional and technical requirements for the development of the main transaction-based components of the portal.

- **Phase 3B/C: Expansion of IT Portal:** Phase 3 sub-phases will see the addition and/or integration of the processes reengineered in Phase 2 sub-phases as microservices on the Portal, accessible through a single site. It is anticipated that the 10-12 re-engineered processes will be added to the portal during Phase 3B and 3C, thereby making these processes transactional and available to investors online. These are scheduled to be online once the re-engineering work is completed within the next 18-24 months. Like the Phase 2 sub-phases, they will be funded by the FCGP, and the Global Services Sector Project (GSSP) respectively.

Future phases and sub-phases, which are currently being designed, will see the reengineering and integration of additional Government to Business transactions on the Portal.

Project Execution

The Government of Jamaica has secured a US\$50 million loan from the World Bank to finance a project entitled Foundations for Competitiveness and Growth (FCG). The overall objective of the project is to strengthen the business environment in Jamaica for private sector investment. In 2020, an additional US\$15

million was secured through joint financing between the Government of Jamaica (US\$5 million) and World Bank loan funds (US\$10 million).

The Project Execution Agency is the Planning Institute of Jamaica with key Project Components to be implemented by Jamaica Promotions Corporation (JAMPRO) and the Development Bank of Jamaica (DBJ). JAMPRO requested assistance under Component 1 of the FCG Project to undertake Phases 2 and 3 of the National Business Portal Project. Phase 2 included the Re-engineering of Targeted Investment Processes to be accessed through an online platform and Phase 3 is the build-out of the transactional online platform.

This request is consistent with the FCG Project Appraisal Document (PAD) where provisions are made for technical assistance and implementation support to address critical business regulation and procedural issues that constrain firm entry, operation and expansion, competition, trade and logistics.

2. OBJECTIVES OF THE ASSIGNMENT

The FCG Project Development Objective of which this contract will form a part is, *“To strengthen the business environment in Jamaica for private investment”*.

The purposes of this contract are as follows:

- Map and document the current business processes associated with the facilitation of investment projects.
- Analyze the workflows and processes to identify bottlenecks and areas of redundancy.
- Make recommendations to re-engineer business processes to be more efficient and to ensure that these processes can be accessed through the National Business Portal online platform.
- Review and validate functional and non-functional requirements for the re-engineered processes to guide the expansion of the current NBP platform to include these processes.
- Review and finalise draft documents (including terms of reference, evaluation criteria and budget) to guide procurement under Phase 3B of the NBP.

The results to be achieved by the Consultant:

- Models of “As Is” investment business processes.
- Models of “To Be” investment business processes showing improvements to increase efficiency and to enable access through an online platform.
- Review and validation of the functional and non-functional requirements, as well as other procurement documents for Phase 3B consultants.

3. SCOPE OF SERVICES, TASKS (COMPONENTS) AND EXPECTED RESULTS

The Consultant Team will be required to do the following:

3.1 Inception Phase

- a) Convene Inception Meetings with JAMPRO and other relevant stakeholders to get agreement on target processes and the list of government entities to be engaged. A preliminary list of processes includes:
 - i. Registration of Intellectual Property Processes
 - ii. Obtain Voluntary Insolvency Certificate
 - iii. Application for Mining Licence
 - iv. Application for Quarrying Licence
 - v. Application for Criminal Background Check

- vi. Application for Water Connection
 - vii. Application for Sewerage Connection
 - viii. Application for Fire Permits
- b) Collect and review all relevant documents and background material pertaining to existing business processes.
 - c) Prepare a detailed Work Plan and GANTT Chart for the assignment.

Deliverable One: Inception Report with detailed Workplan and GANTT Chart inclusive of a listing of no less than eight agreed business processes to be analysed and re-engineered and an initial situational analysis based on the inception meetings and document review.

3.2 Conduct “As Is” Analysis

Conduct a comprehensive review of the processes that will constitute an “As-Is” analysis using standard business process engineering tools, producing visual and written documentation outlining:

- key steps/activities;
- dependencies with other processes in the agency or across agencies;
- documents consumed or produced by the processes;
- current technology support or systems used during the process;
- roles, responsibilities and skills of the staff responsible for execution of the processes;
- key external stakeholders and partners;
- transaction volumes and cycle times for completion;
- key bottlenecks;
- associated risks and issues;
- legislative support or requirements affecting execution;
- opportunities for improvement; and
- target outputs of the process.

Deliverable Two: Models of each “As Is” business processes

3.3 Facilitate “To Be” Study

Produce a “To-Be Study” that makes recommendations on how business processes can be reengineered, such as through streamlining/improving/simplifying current processes to ensure processes/services can be accessed through an online platform. Outputs will include:

- revised process maps;
- explanations of the key changes, their rationale and impact;
- expected performance improvements and other benefits;
- assumptions that underlie the design of the new processes;
- revised staff roles and responsibilities;
- proposed interface with technology support or systems to be used during the process, including the NBP;
- impact on organisational design and governance;
- key external stakeholders and partners;
- skill or resource gaps that the agency may face with implementation;
- guidance on legislative support that will be needed to effect change; and
- interdependencies with other processes/agencies that may be affected.

Deliverable Three: Draft Models of each “To Be” business processes showing improvements to increase efficiency and to enable access through an online platform

3.4 Conduct Validation Workshops

Convene consultations with all relevant stakeholders to review and validate the “As Is” business processes and convene workshops to validate the recommended “To Be” models and incorporate feedback for finalization of the recommended new processes. Based on the finalised processes, recommend an implementation plan for the agreed new processes within the context of the Portal.

Deliverable Four: Final Validated Business Process Re-Engineering Report with all agreed “As- Is” and “To Be” Models and Implementation Plan

3.5 Functional Specifications Requirements

Produce a functional specification document in keeping with the functional and non-functional requirements for the NBP and the validated “To Be” Models. Outputs will include:

- Data capture and definition;
- Data formats and interoperability requirements;
- Data migration requirements.
- Proposed amendments to the functional and non-functional requirements, if required, to facilitate any changes based on the "To Be" models.

Review procurement documents, Terms of Reference, Budget and Evaluation Criteria or REOI and RFP developed for Phase 3 in keeping with the requirements for making the Phase 2B processes transactional on the site, that is, for the build out of Phase 3B.

Deliverable Five:

- **Validated Functional Specification Document for Phase 3B**
- **Validated amendments to the Functional and Non-Functional Requirements for Phase 3B**
- **Data Migration Requirements for NBP Phase 3B**
- **Validated Terms of Reference for Phase 3B**
- **Budget for Phase 3B**
- **Validated Evaluation Criteria (for REOI and RFP) for Phase 3B**

3.6 Reporting

- a) Prepare and submit monthly Progress Reports, overview of activities, risks/risk mitigation issues/challenges and how they were addressed.
- b) Prepare and Submit a Final Report detailing overview of activities, issues and challenges and how they were addressed and also lessons learned during the re-engineering phase of the assignment and recommendations.

Deliverables: Monthly Progress Reports, Final Report

4. TEAM COMPOSITION & QUALIFICATIONS REQUIREMENTS FOR THE KEY EXPERTS

Key expert 1: Technical Team Leader

The Technical Team Leader should satisfy the following requirements:

- Postgraduate Degree in Business or Public Administration or any related discipline
- Ten (10) years' experience in managing investment programmes
- Demonstrated experience in organizational development and change management programmes in public sector environments.
- At least five (5) years' project management experience.

Key Expert 2: Business Process Engineer or Specialist

The Business Process Engineer should satisfy the following requirements:

- Bachelor's Degree in Business or Public Administration, Management or any related discipline.
- Five (5) years' experience in conducting business process analyses, mapping and documenting business processes, and preparation of organization procedures.
- Demonstrated experience in investment projects.
- Experience in Information Technology systems and creation on online systems would be an asset.

Key Expert 3: Business Analyst

- Bachelor's Degree Computer Information Systems, Information and Communication Technology or Technical Degree (Computer Engineering etc.).
- Five years' experience in documenting functional and non-functional requirements and technical specifications for implementation of software.
- Three years' experience in software online platforms and e-transactions
- Experience with public sector processes.

The Consultant must select and hire other experts as required according to the profiles identified in the Organization & Methodology and/or these Terms of Reference. All experts must be independent and free from conflicts of interest in the responsibilities.

The Consultant will provide support facilities to their team of experts (back-stopping) during the implementation of the contract. The Consultant must ensure that experts are adequately supported and equipped. In particular, the Consultant must ensure that there is sufficient administrative, secretarial and interpreting provision to enable experts to concentrate on their primary responsibilities.

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. The designated representative of the Supervising Entity is responsible for general oversight of the project.

In fulfilling his/her responsibilities, the designated representative will consult with JAMPRO's Project Team and other available resources as necessary for their review and recommendations in respect of deliverables under this consultancy.

The intended start date is July 2022, and the period of implementation is a maximum of nine (9) months from this date.

The Consultant team shall provide the following reports:

Name of Report	Minimum Content	Timeline for Submission	Review Period	Payment %
Deliverable One: Inception Report	Confirmation of consultancy scope, overview of project roles & responsibilities, detailed work plan and GANTT Chart, agreed list of business processes to be analysed.	4 weeks after contract start date	2 weeks	15%
Deliverable Two: Model “As-Is” Study	Consists of the “As-Is” documentation as defined in the “Scope of Services” for selected business processes	3 months after contract start date	3 weeks	20%
Deliverable Three: Draft Model “To-Be” Study	Consists of the proposed “To-Be” documentation as defined in the “Scope of Services” for selected business processes	1 month after approval of the As-Is model	3 weeks	25%
Deliverable Four: Final Validated Business Process Reengineering (BPR) Report	Compendium of validated and approved “As-Is” and “To-Be” Models and Implementation Plan for the selected business processes	2 months after approval of the Draft To-Be Model	2 weeks	30%
Deliverable Five: Functional Specifications and procurement documents for Phase 3B.	Compendium of revised and validated Functional specifications document, Standardised data migrations requirements, including data sheet for the NBP based on re-engineered processes. Updated functional and non-functional requirements, if necessary. Revised and validated TOR for Phase 3B consultants, Budget for key experts and other related expenses and Evaluation Criteria as per the Request for Expression of Interest and Request for Proposal for Phase 3B.	8 months after contract start date	2 weeks	10%
Monthly Progress Reports	Updates on the progress of the assignment, achievements, planned actions for the next period, issues and challenges affecting assignments with recommendations to address identified issues, risk identification and actions taken/proposed to manage those risks	1 week after the end of each month	1 week	n/a

Reports may be submitted in soft/electronic copy using Microsoft Word and Adobe PDF. The Final Report shall be delivered by electronic copy as above, via email.

5. CLIENT’S INPUT AND COUNTERPART PERSONNEL

- a. Services, facilities and property to be made available to the Consultant by the Client (Jamaica Promotions Corporation (JAMPRO) and the MDAs whose processes are being re-engineered): Documents related to the processes to be reengineered and supporting services relevant to this

consultancy, including any previous business process maps, operational guidelines, process forms and systems, legislation and pertinent regulations.

- b. Professional and support personnel to be assigned by the Client: NBP Project Manager to assist with project administration/coordination, logistical arrangements and administrative matters.