



JAMAICA: FOUNDATIONS FOR COMPETITIVENESS AND GROWTH PROJECT
Loan No.:9203-JM – Government of Jamaica Counterpart Financing – Component 1

Assignment Title: PROJECT MANAGER – APPLICATIONS MANAGEMENT & DATA AUTOMATION SYSTEM (AMANDA) AND THE JAMAICA DEVELOPMENT APPLICATIONS PORTAL (JDAP)

Reference No: FCG/GOJ/CON/01

TERMS OF REFERENCE

1. BACKGROUND

The Government of Jamaica has secured a loan from the World Bank to finance a project entitled Foundations for Competitiveness and Growth (FCG). The Project Executing Agency is the Planning Institute of Jamaica (PIOJ) with key Project Components to be implemented by the Jamaica Promotions Corporation (JAMPRO) and the Development Bank of Jamaica (DBJ) as the Lead Coordinating Agencies. The overall objective of the project 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.

Additional Financing has been approved by the World Bank to implement critical investment climate reforms. The end date of the FCGP will be extended to March 2024 upon signature of the Loan Agreement for Additional Financing. 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.

An efficient Development Application Review Process (DARP) is identified as critical to the development of the construction sector and wider economy. Improvements to the DARP are one of the many initiatives being undertaken by the GOJ to improve its economic performance. The body of work to be undertaken to improve the DARP is in keeping with the intent of the Vision 2030: National Development Plan and are responsive to the strategies set out to achieve National Outcomes 6, 8 and 15, which seek effective governance, an enabling business environment and sustainable rural and urban development.

In 2007, a review spearheaded by the Office of the Cabinet revealed a number of inefficiencies in the development application review process that caused unnecessary delays in the processing of applications for development and environmental permits. This resulted in frustration

amongst developers and the facilitation of an environment that was not conducive to development.

In December 2013, in response to continued complaints from the private sector, the GOJ established a committee that put forward a suite of initiatives to improve the development approval process. The Government of Jamaica committed through Cabinet Decision No 43/14 to the implementation of these initiatives, designed to address the prevalence of inefficiencies in the system. Accordingly, the following was recommended:

- The revision of legislations to support sustainable planning and development and the Development Applications Review Process – The Building Act, Local Improvement Act, Town & Country Planning Act etc.
- The review and enhancement of the spatial planning framework i.e. Development Orders, preparation of a National Spatial Plan, development of a National Spatial Planning Information Technology Framework
- Procurement of the AMANDA (Applications Management and Data Automation) to automate the DARP for users within NEPA, referral agencies and the Local Authorities, but also facilitate the online tracking of applications by applicants.

The promulgation of the Building Act (2018) has since been completed with the drafting of some regulations to support its operationalization, at an advanced stage. Likewise, the National Environment and Planning Agency (NEPA) through consultations with the Local Authorities has also completed the review of several Development Orders, with some pending further adjustments.

The National Spatial Plan (NSP) is a significant instrument in guiding development at the national level. As such, the completion of the drafting of technical papers in this regard is marked as an important milestone. Notwithstanding, the review of these papers by stakeholders is incomplete. This will then be succeeded by the writing of the Plan. The importance of this process must be underscored, as the spatial components and inputs of the NSP are what will be represented in the National Spatial Plan Information Technology Platform (NSPIT); to drive and give relevance to this tool. The NSPIT is set to revolutionize Jamaica's spatial landscape and considerably enhance data-driven analyses and decision-makings.

On the other hand, it must be noted that while AMANDA has been implemented in at least eleven (11) referral agencies, thirteen (13) Municipal Corporations (formerly called Parish Councils), the Portmore City Municipality and a local planning authority (Negril Green Island Planning Authority), there are a number of issues which continue to adversely impact its use. This is a major concern as with the “soft” launch of the Jamaica Development Applications Portal (JDAP), the issue transcends AMANDA into this new platform. Primarily, as the JDAP was implemented to facilitate online payment, processing and tracking of environmental and development applications. A pilot is being undertaken in three MCs (Kingston and St. Andrew, St. Ann and St. James) and NEPA, with plans to expand to all the Municipal Corporations after its completion.

The full operationalization and use of the JDAP and AMANDA will therefore considerably improve Jamaica's investment climate. As such, there have been several infrastructural investments (improved broadband support, procurement of computers and other equipment) to encourage use. Migration to AMANDA 7 by later 2020 is also proposed to drastically improve the ease of use, look, and feel of the AMANDA platform.

"Soft" approaches have also been initiated to include the "Go Deep" Initiative, primarily comprised of a Change Management, Strategic Planning, Legislative Review and a Business Process Review and Reengineering consultancy. The latter was completed in March 2021 with the other engagements pending.

In light of the above, dedicated personnel are required to guide the successful implementation of the various initiatives under the Development Applications Review Project.

2. OBJECTIVES

The Project Manager will provide support to initiatives aimed at improving the DARP, to include the supervision of the AMANDA 7 upgrade and the operationalization of the JDAP and rollout of the JDAP.

3. SCOPE OF THE WORK

The Consultant's is required to undertake the following services:

- Conduct inception meetings with the AMANDA/JDAP Team, Local Authorities and the National Environment and Planning Agency (NEPA) to garner insight on background to the project and challenges to date.
- Collect and review all relevant project background reference documents, including strategies, legislation, policies and other reports deemed necessary to carry out the assignment.
- Consult with multiple pertinent stakeholders who will be involved at various stages of the engagement including but not limited to:
 - The Local Authorities/Municipal Corporations
 - The Ministry of Local Government & Rural Development
 - The National Environment & Planning Agency
 - The Ministry of Economic Growth & Job Creation
 - JAMPRO
- Prepare Work Plan, including methodology, outlining the schedule of activities and milestones for each of the assigned projects for completion of the assignment in collaboration with the main stakeholders;
- Develop and maintain project documents to include Project Management Plan and schedules for each project;

- Manage the JDAP “Go Live” and AMANDA 7 upgrade and rollout across NEPA, Local Authorities and Commenting Entities to include:
 - Develop the requirements package for each project to include business use cases, stakeholder requirements and business requirements, as well as functional and nonfunctional requirements;
 - Assess and highlight potential resource gaps (human or infrastructural) for the implementation of project, with recommendations to address said gaps;
 - Collaborate with a team of multisectoral stakeholders to ensure that the AMANDA 6 Back Office is prepared for transition to AMANDA 7;
 - Work with developers and stakeholders to prepare and execute AMANDA 7 Migration Plan;
 - Monitor and track progress of JDAP and AMANDA 7 implementation across Local Authorities and NEPA;
 - Work with stakeholders to conduct User Acceptance and quality assurance activities for the assigned projects;
 - Facilitate user/ client reporting, tracking and document JDAP/ AMANDA system issues and corresponding solutions to address functionality issues identified;
 - Develop training materials, including demos and conduct training courses/workshops to support project implementation;
 - Manage the coordination of training of users of the back office and sensitization of key stakeholders on the use and benefits of JDAP;
 - Develop tools to monitor the use of the JDAP and AMANDA platforms for user feedback;
 - Monitor and track progress of JDAP/AMANDA 7 implementation across Local Authorities;
 - Provide ongoing advice and guidance during pre-development, development and launch phases; and
 - Provide reports on progress of implementation as required.
- Support the Technical Team in preparing recommendations to improving the ICT capacity of the Municipal Corporations and NEPA to support the use of AMANDA and JDAP.
- Create, update and validate JDAP Equipment Needs Assessment List to support operationalization.
- Escalate issues to the Technical Working Team to maintain project targets. Main point of contact for technical issues for JDAP and AMANDA.
- Build out of workflow in AMANDA Back Office.
- Update and maintain JDAP landing page and website etc.
- Troubleshooting, reporting and providing training in the various functionalities of JDAP and AMANDA to stakeholders to increase ease of use and efficiency
- Ensuring and managing security and access to AMANDA platform to include consistent updating and clean up to exclude persons no longer employed to stakeholder entities.

- Interface with business users to address AMANDA/ JDAP issues.
- Create custom reports on JDAP capabilities to stakeholders.
- Monitor and ensure the uptime of JDAP (downtime no more than 3 hours).
- Attend all AMANDA and JDAP meetings and make presentations as necessary.
- Develop and maintain risk and issues log for AMANDA and JDAP.
- Collaborate with stakeholders to provide inputs to support the preparation of JDAP Refund Policy.
- Provide weekly status reports on applications submitted through the JDAP.
- Prepare and submit Monthly Reports, and other *ad hoc* reports, providing information on the progress of implementation, challenges, recommendations, etc.
- Attend meetings, seminars, etc., and make presentations to stakeholders, where necessary.
- Undertake any other activity that may be necessary for the effective operationalization of the JDAP and AMANDA, as directed by the Technical Working Group.
- Establish issues, risks, and lessons learned logs and a mechanism for their consistent update, and strategic escalation and/or leveraging of specific matters as required for implementation of both projects.

4. CONSULTANT PROFILE

- i. Bachelor's Degree Computer Information Systems, Information and Communication Technology, Technical Degree (Computer Engineering etc.), or related field. [15 marks]
- ii. Five years' experience in Business Analysis/Quality Assurance in automation, implementation and testing of software-based environments. [20 marks]
- iii. At least five years relevant technical experience in software automation, implementation and testing, including developing test strategies, test plans and test cases and in creating and managing automated functional testing scripts. [15 marks]
- iv. Three years' experience in documenting functional and non-functional requirements and technical specifications for implementation of software. [15 marks]
- v. Three years' experience in Load, Performance and Stress testing. [10 marks]
- vi. Three years' experience in software online platforms and e-transactions, public sector processes. [10 marks]
- vii. Three years' experience in creation User and Training Manuals. [15 marks]

5. REPORTING REQUIREMENTS AND TIME SCHEDULE FOR DELIVERABLES

Note: The award of contract is subject to the World Bank's declaration of effectiveness of Loan Agreement No. 9203-JM.

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 Ministry of Local Government and Rural Development (MLGRD), the Supervising Entity. While the Project Manager will report directly to the DARP Project Management Specialist, the designated representative of the Supervising Entity is the MLGRD's Director of Information & Communications Technology, who in consultation with the Director, Urban & Regional Planning and the Cabinet Office's Project Modernization Coordinator shall collaboratively be responsible for the approval of deliverables.

The intended start date is January 2022 and the period of implementation is 24 months from this date. The Project Manager shall provide the following reports:

Deliverable	Minimum Content	Submission Date	Review Period	Payment %
Inception Report, Stakeholder Engagement and Work Plan	<p>The Inception Report should:</p> <ul style="list-style-type: none"> • Detail the methodology for execution of the scope of works; • Describe the detailed work to be undertaken for the main elements of scope of works; • Develop a Work Plan for completion of the assignment. • Undertake consultations with key stakeholders to inform position. <p>Include findings on the existing situation in AMANDA/ JDAP and remedial actions that need to be taken to address gaps/challenges.</p> <p>Work Plan submitted within the agreed timeframe and format.</p>	3 weeks after the contract start date	1 week	4%
Project Management Plan and Schedules (JDAP and AMANDA 7 Implementation)	<p>The Work Programme should include:</p> <p>Overview of Sector; Vision; Goal; Objectives; Scope of Work; Guiding Principles; Components/Elements of Work Programme; Stakeholder Analysis and Management Plan; Workplan/Schedule; Budget; Governance Structure; Assumptions; Measures of Success; Risk Management Matrix, including Mitigation Strategies, Appendices.</p>	8 weeks after contract inception	2 weeks	4%
22 Monthly Reports	<p>Reports must include, inter alia, activities undertaken for reporting period, information on actual versus planned performance benchmarked against the Work Programme, scope changes, issues, risks and recommendations to address challenges. The</p>	Within 5 days of each month end	2 weeks	88%

Deliverable	Minimum Content	Submission Date	Review Period	Payment %
	<p>Reports must also give a clear picture of project status level of implementation reached at the particular juncture. All reports must be benchmarked against intended deliverables of the agreed Work Programme.</p> <p>Monthly Reports submitted in agreed format</p>			
Final Report	The Final Report should document the main activities undertaken during the period, challenges, mitigating strategies and recommendations for the way forward. This must be benchmarked against the agreed Work Programme.	2 weeks prior to the end of contract	2 weeks	4%

6. CLIENT’S INPUT AND COUNTERPART PERSONNEL

MLGRD will provide office space, meeting rooms and materials for day to day work. The consultant will also have access to a computer and other office facilities.