



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

Assignment Title: PROJECT MANAGEMENT SPECIALIST – DEVELOPMENT APPLICATIONS REVIEW PROCESS

Reference No: FCG/GOJ/CON/03

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 Management Specialist is expected to provide project management services to the Development Application Review Process (DARP) Project.

3. SCOPE OF THE WORK

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

- Conduct inception meetings with the DARP Project Steering Committee, Ministry of Local Government and Rural Development, Cabinet Office, Ministry of Economic Growth and Job Creation, National Environment and Planning Agency, Local Authorities, Building Practitioners Board and AMANDA Project Team to gain greater insight of the status and ongoing activities for the DARP project.
- 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 Building Practitioners' Board
 - The Local Authorities
 - The Ministry of Local Government & Rural Development
 - The Ministry of Economic Growth & Job Creation
 - The National Environment & Planning Agency
 - JAMPRO
- Prepare detailed methodology and Work Plan which will deliver the projects on target and per specifications;

- Develop and maintain project documents to include project management plan and schedules;
- 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
- Conduct review and evaluation of the DARP Implementation Plan including lessons learnt;
- Consult with all stakeholders to update DARP Implementation Plan (2015-2018) for a further three-year period (2020-2023). Updates should include status of the existing Plan;
- Establish and utilize a Monitoring and Evaluation Framework
- Coordinate and manage the implementation of the DARP Implementation Plan;
- Attend DARP Steering Committee meetings and make presentations as necessary;
- Work closely with the DARP stakeholders to ensure accurate alignment with and reflection of Business Process Review and Re-Engineering Consultants “to be” processes with project objectives and deliverables;
- Support implementation of Business Process “TO BE” processes recommended under the Business Process Review and Re Engineering consultancy;
- Coordinate development and implementation of Change Management, Strategic Planning and Legislative Review Consultancies;
- Ensure that work done by contractors is verified by interfacing and engaging regularly with business users.
- Ensure that all project outputs are achieved as identified in the Project Plan document. Recommend changes to the project in accordance with output delivery;
- Escalate issues to the Technical Working Team to maintain project targets;
- Draft Terms of Reference (ToRs) for specialists/consultants to be engaged to undertake specific assignments, if required and in collaboration with relevant stakeholders;
- 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;
- Organize and/or deliver training/sensitization programmes to relevant stakeholders.
- Undertake any other activity that may be necessary for the effective management of the project, as directed by the Technical Working Group;
- Provide guidance and inputs to support revision of legislations relevant to sustainable planning and development and the Development Applications Review Process – The Building Act, Local Improvement Act, Town & Country Planning Act etc;
- Development of a Refund Policy consistent with GoJ guidelines, to support refund of payments made through the JDAP Payment Portal;
- Provide guidance and inputs to support the review and enhancement of the spatial planning framework; and

- Supervise the JDAP/AMANDA and Building Practitioners Board Project Managers and other project staff that will be hired via the Foundations for Competitiveness & Growth Programme (FCGP).

4. CONSULTANT PROFILE

- a. Post Graduate Degree in the Built Environment (Construction Management or Urban & Regional Planning), Business Administration or Management Studies [15 marks]
- b. A minimum of ten (10) years' experience in planning, coordination, management and implementation of development projects, project management, or portfolio management [25 marks].
- c. Demonstrated knowledge of the development applications review process, built environment, licensing and relevant legislation [15 marks].
- d. Demonstrated experience in coordination across a wide range of institutional and professional groups, people management and communication [10 marks].
- e. Demonstrated experience in analytical and problem-solving skills, data analysis, communication and report writing [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. The Supervising Entity shall be responsible for the approval of contractual reports and payment requests. The designated representative of the Supervising Entity is the Permanent Secretary of the MLGRD.

In fulfilling his/her responsibilities, the designated representative will consult with the Ministry of Economic Growth and Job Creation (MEGJC) to review and recommend approval of deliverables under this consultancy.

The intended start date is January 2022 and the period of implementation is 24 months from this date. The Project Management Specialist 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 identify in detail the approach methodology for developing the required deliverables, and the outline of each deliverable with description of detailed work to be undertaken; in addition to the meetings that are required. It should also identify the current challenges and include an initial assessment of what may be the noticeable constraints in meeting the project deliverables.</p> <p>Work Plan submitted within the agreed timeframe and format.</p>	4 weeks after the contract start date	1 week	4%
Detailed Project Management Plan	<p>The Project Management Plan must conform to accepted project management standards, identifying how and when the project objectives will be achieved; clearly defining the deliverables, milestones, activities and resources required for successful project execution; and must, at a minimum, detail how the following will be addressed under the project.</p> <p>Development of a matrix in this regard is integral to keeping track of progress and resources or stakeholder actions required to meet deliverables</p>	8 weeks after contract inception	2 weeks	4%
22 Monthly Reports	<p>Reports must include, <i>inter alia</i>, 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 Reports must also give a clear picture of project status level of implementation reached at the particular juncture. All reports must be</p>	Within 5 days of each month end	2 weeks	88%

Deliverable	Minimum Content	Submission Date	Review Period	Payment %
	<p>benchmarked against intended deliverables of the agreed Work Programme.</p> <p>Monthly Reports submitted in agreed format</p>			
Project Close out Report	Document challenges, mitigating strategies, recommendations, evaluation of the project implementation. This must be benchmarked against the agreed Project Plan. Document should be done in accordance with agreed international standard	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.