



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

Assignment Title: PROGRAMME MANAGER – TRADE FACILITATION TASK FORCE
Reference No: FCG/GOJ/CON/05

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.

Jamaica's Trade Facilitation Reform Programme is (TFRP) being implemented against the background of the GOJ's Public Sector Transformation and Modernization Programme (PSTMP), which builds on previous efforts to reform the public sector. In keeping with the National Development Plan: Vision 2030, the government has established its priorities, as reflected in the Government's Strategic Priorities for the period, 2018-2021, and the 2019/2020 Fiscal Policy Paper. The Government of Jamaica (GoJ) is currently pursuing a programme of trade facilitation reform to achieve alignment with the World Trade Organisation (WTO) Trade Facilitation Agreement (TFA), modernize the national trading environment in line with the government's objective to become a world-class logistics hub and stimulate economic growth.

Consequently, to facilitate the TFRP, a Trade Facilitation Roadmap and Action Plan was approved by Cabinet, setting out the overarching implementation plan and strategy

for achieving these reforms, which are generally aimed at resolving procedural obstacles and impediments in Jamaica's border regulatory procedures, in order to improve the overall business and trading environment. These reforms are expected to yield greater efficiency and business competitiveness, and form part of the GoJ's overall thrust towards achieving accelerated economic growth.

The TFRP includes numerous inter-related and mutually supporting projects across six Output areas, summarized below as:

- Output 1 – Institutional and Governance Framework for International Trade
- Output 2 – Increase efficiency of Border Regulatory Agencies (BRAs)
- Output 3 – Establishment of an Electronic Single Window (ESW)
- Output 4 - Increased access, transparency and predictability of trade information
- Output 5 – Improvement in logistics services
- Output 6 – Enhanced capacity within BRAs and traders

These Outputs, which address Jamaica's trade competitiveness issues, will take into account the synergies with existing trade facilitation initiatives in the country to avoid any duplication of efforts. Among the Outputs are several activities related to the revision of Jamaica's institutional and governance framework for international trade to enhance inter-agency coordination, streamlining of public-private dialogue, and promotion of a cost-effective trade environment.

The Trade Facilitation Reform Agenda is being executed through a coordinated framework with the Ministry of Industry, Investment and Commerce (MIIC) serving as lead Ministry with oversight for implementation of the TFRP. Implementation is led by the Trade Facilitation Task Force (TF²) through its secretariat which resides within the Trade Unit of MIIC. Implementation is directly supported by the Office of the Cabinet, the Ministry of Health and Wellness, the Ministry of Finance and the Public Service and the Ministry of Economic Growth and Job Creation, which are Leads for the various Output areas of the Programme. The Ministry of Foreign Affairs and Foreign Trade also serve as a critical ministry. Coordination and implementation of activities are activated through Steering and Technical Committees comprising representatives of the Border Regulatory Agencies (BRAs), lead implementing agencies, other government entities and the private sector.

Recent analysis completed by the World Bank (WB), the International Trade Centre (ITC) and UNCTAD has indicated that despite gains made by the GoJ in improving the trading environment, such as the implementation of ASYCUDA, there remains major weakness in the nation's trade facilitation environment, which must be addressed with alacrity if transformation is to be achieved. Some of these include:

- a) Lack of coordination among border regulatory agencies;
- b) Complexities and multiplicity of steps involved in executing transactions;
- c) Over-regulation of trade practices

- d) High levels of inspection;
- e) High fees and charges;
- f) Low business capacity to comply with international trade procedures and quality requirements;
- g) An absence of an integrated and harmonized cross-border framework; and
- h) Legislation and policies which require revision, having regard to the need to ensure conformity with best practices, and update laws and policies in light of the changes which have been made/are being made, and are to be made.

In recognition of these challenges, the FCGP is providing funding support for positions in the Trade Facilitation Secretariat.

2. OBJECTIVES

The FCGP's Development Objective of which this contract will form a part is, *"To strengthen the business environment in Jamaica for private investment"*.

The objective of this assignment is to provide expert programme management oversight and guidance to the achievement of the six (6) outputs under the Trade Facilitation Programme. The work of the Programme Manager is expected to contribute to Jamaica achieving economic growth and enhanced competitiveness, by, inter alia, reforming the institutional and governance framework, establishing a Single Window to handle all trade-related transactions, and building the capacity of border protection entities. It is expected that these measures will redound to a reduction in time and cost associated with trade, and improvements in global Indices.

3. SCOPE OF THE WORK

The Consultant's Scope of Work shall include the following:

The Programme Manager will provide general programme management to ensure the achievement of the TFRP objectives and delivery of its Outputs. Therefore, specific services of the TFRP Project Manager shall include, but not limited to the following:

- Prepare detailed methodology and Programme Management Plan encompassing, *inter alia*, Risk Management, Change Management, and Communications Management
- Work with client counterparts in MDAs and team members in the scoping and definition of assigned projects, including the identification of deliverables, suitability of implementation methodologies /modalities, and the development of detailed implementation plans (resource, budget, risk, procurement plans, etc.)
- Make recommendations on the most appropriate project team modality (project management, external project management, technical assistance, etc.) to realise efficient and effective project delivery
- Direct and manage programme development and review all plans and sub-project implementation plans, ensuring completeness and the potential to deliver on the required project objectives;

- Manage resource allocation and utilisation across projects assigned, including the identification of the project team members for each project
- Forecast and plan the workloads of project team members during the life of the project, to ensure a satisfactory balance between capabilities and availability of staff in determining assignments of the Secretariat.
- Coordinate the assignment of projects and project activities within the Secretariat and within MDAs.
- Brief team members on terms of references, objectives, schedules and action plans for specific projects.
- Establish a Monitoring and Evaluation Framework.
- Ensure that all project outputs are achieved, as identified in the Programme Plan.
- Recommend changes to the programme in accordance with output delivery.
- Develop programme implementation documents and programme schedules.
- Draft Terms of Reference (TORs) for specialists/consultants to be engaged to undertake specific assignments in consultation with relevant stakeholders.
- Prepare and submit Monthly Reports, and other *ad hoc* reports providing information on the progress of implementation, challenges, recommendations, etc.
- 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.
- Attend meetings, seminars, etc., and make presentations where necessary.
- Organise and coordinate evaluation of the programme.
- Prepare and submit Programme Closure Report.
- Undertake any other activity that may be necessary for the effective management of the programme.

The Programme Manager will be required to interface with members of the TF² on a day-to-day basis and he/she may rely on the assistance of the TF² Secretariat to facilitate meetings. In addition, his/her work will involve liaising with various Ministries, Departments and Agencies, private sector entities, and other relevant stakeholders.

4. CONSULTANT PROFILE

The consultant should have:

- i) Graduate Degree in International Trade, Trade Law, Management, Business Administration, Strategic Planning/Management, or qualifications in a related area [15 marks].
- ii) Certification in Project Management [10 marks]
- iii) At least eight years of experience in the planning, coordination, management and implementation of development projects [15 marks].
- iv) Evidence of successfully implementing three development projects. [15marks]
- v) Demonstrable knowledge of trade environment, trade facilitation issues and knowledge of WTO Trade Facilitation Agreement [15 marks].
- vi) Demonstrated experience in analytical and problem solving skills, data analysis, communication and report writing [10 marks].

- vii) Demonstrated experience in coordination across a wide range of institutional and professional groups, people management and communication [10 marks].
- viii) Demonstrated knowledge of public sector processes, and a sound appreciation of Government issues and associated sensitivity and confidentiality implications [10 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 Industry, Investment and Commerce (MIIC), 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 Chief Technical Director.

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

Deliverable	Minimum Content	Submission Date	Review Period	Payment %
Inception Report	<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. • Develop a Draft Stakeholder Analysis Matrix which at a minimum includes; key stakeholders, their influence, required or proposed contribution, and interest. • Include findings on the existing situation and outline remedial actions that need to be taken to address gaps/challenges. 	3 weeks after contract inception	1 week	4%

Deliverable	Minimum Content	Submission Date	Review Period	Payment %
Programme Management Plan	The Programme Management Plan should include: 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.	8 weeks after contract inception	2 weeks	4%
22 Monthly Reports	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 benchmarked against intended deliverables of the agreed Work Programme. Monthly Reports submitted in agreed format	Within 5 days of each month end	2 weeks	88%
Final Report	The Final Report should document at a minimum; a) the main activities undertaken during the period, b) issues, current status and related approaches c) lessons learned, related recommendations and proposed actions (if applicable) d) current risks and proposed responses for going 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

The Programme Manager will be provided with office space at the Ministry of Industry, Investment and Commerce, in addition to the following:

- Administrative support;
- Access to information and to managerial/technical personnel as needed;
- Stationery and printing; and
- Any other assistance as may be reasonably required to undertake the duties identified in this TOR.

All information gathered and works derived as a result of this consultancy are the sole property of the MIIC. Therefore, the Consultant is prohibited from using any output and information gathered through this assignment for his or her personal use, without the expressed permission of the MIIC.

7. SUPERVISORY RESPONSIBILITIES

The Programme Manager will provide day-to-day oversight of the work of the Project Manager (Re-alignment of Border Regulatory Agencies and Enhancement of Laboratories), Project Manager (Fees and Charges and Legislation) and Project Management Officer.