



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

Assignment Title: PROJECT MANAGER – NATIONAL COMPETITIVENESS COUNCIL
Reference No: FCG/GOJ/CON/10

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 is being implemented by the Planning Institute of Jamaica in collaboration with the Jamaica Promotions Corporation (JAMPRO) as the Lead Coordinating Agency (LCA) for Component 1, given its responsibility for overseeing investment climate reforms as the NCC Secretariat. The Development Bank of Jamaica is the Lead Coordinating Agency for Components 2 and 3. 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 One 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.

The National Competitiveness Council (NCC) is a public-private sector body chaired by the Minister of Industry, Investment and Commerce (MIIC), Minister Audley Shaw, with support from the Jamaica Promotions Corporation (JAMPRO) as the Technical Secretariat. The NCC works with various agencies across Government to identify, implement and monitor reforms geared at improving Jamaica's business environment.

The NCC is comprised of both senior representatives of the public and private sectors and civil society, as well as the implementing agencies, themselves. The Council's efforts at improving the investment climate is driven by the reforms outlined in the Business Environment Reform Agenda (BERA). Council meetings are held quarterly and support a robust governance structure that culminates in quarterly reports to Cabinet in an effort to remove institutional

bottlenecks. The Council also benefits from Technical Working Groups (TWG) that support the monitoring & evaluation of the various reform initiatives. Ten (10) such TWGs have been established for the main thematic areas to lend technical support, but more importantly, to drive the expedited execution of the BERA initiatives. These TWGs are:

- Starting A Business
- Getting Electricity
- Registering Property
- Getting Credit
- Protecting Minority Investors
- Paying Taxes
- Trading Across Borders
- Dealing with Construction Permits
- Enforcing Contracts
- Resolving Insolvency

In several instances, the NCC has leveraged already existing groups to provide this support. These TWGs meet every month or as required.

JAMPRO serves as the Technical Secretariat for the NCC and coordinates the implementation of the BERA initiatives. The BERA includes FCGP-funded projects, as well as others being implemented with other sources of funding by over 20 Ministries, Departments and Agencies (MDAs) in a comprehensive process of re-prioritization, re-engineering and reform.

There are over forty (40) reform activities being monitored in the BERA that generally address one or more of the following needs:

- Business process re-engineering
- E-Services creation and upgrades
- Legislative reform
- Public relations and marketing
- Capacity building

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 purpose of this consultancy is to provide technical support to JAMPRO as a part of the NCC Technical Secretariat. The Project Manager will work closely with other assigned staff in the Corporate Initiatives Department as well as external stakeholders focused on business climate reform.

The Project Manager is expected to provide monitoring and coordination support of business reform activities within the ambit of the Technical Secretariat of the NCC, which resides within JAMPRO. The Project Manager will work within the governance framework of the NCC and ultimately be required to facilitate the implementation of the Business Environment Reform

Agenda (BERA) in a seamless and efficient manner through strategic stakeholder management, effective contract support and proactive technical input.

3. SCOPE OF THE WORK

The Project Manager is expected to work within the governance framework established for the management of the Secretariat. As such, the duties will include:

- i. Review background documents pertaining to the assignment.
- ii. Prepare a workplan showing milestones and activities to be executed in relation to the scope of work.
- iii. Develop a comprehensive two-year work programme for the NCC, including its TWGs to include key initiatives, projects and programmes that will be implemented over that period, in fulfilment of its mandate.
- iv. Undertake research and make recommendations, in consultation with the JAMPRO department that has responsibility for research, as to new reforms, new approaches to implementing reforms or other global trends in respect of doing business in other economies particularly for assigned areas.
- v. Liaise regularly with implementing agencies within assigned focus areas to identify and define any kind of support that the NCC could provide to those agencies, as well as new or additional activities that require funding or technical assistance.
- vi. Where required, prepare proposals for activities identified for funding.
- vii. Support the implementation of the assigned implementing agencies/reform areas work programme in an effort to:
 - a. Provide feedback and input to the preparation of Terms of Reference, Project Documents, Reports, etc. for required consultancies
 - b. Liaise with Focal Points, Project Managers, Project Coordinators, etc. to provide input into procurement processes and implementation of activities, where required.
 - c. Identify issues and escalate impediments to implementation with a view to reaching a resolution.
 - d. Develop strategies, in consultation with the key stakeholders, to address identified constraints.
 - e. Provide comments on consultants' reports, as requested
 - f. Develop reports on the status and/or progress of reform activities, or provide updates to various stakeholders as requested
- viii. Undertake Secretariat responsibilities for assigned TWG meetings to include:
 - a. Lead the execution of assigned actions for the Secretariat
 - b. Develop and provide updates on all action items arising from each meeting

- c. Prepare documentation for TWGs, as requested and in collaboration with the Head of Secretariat and/or the TWG Chair
- ix. Develop and implement mechanism to assess reform projects vis-à-vis the World Bank's environmental and safeguard requirements, particularly those being funded under FCGP. Be prepared to work with the World Bank to become familiar with the requisite guidelines and rules.
- x. Convene and participate in stakeholder meetings and consultations, as requested. It is expected that the Project Manager will develop an agenda, provide briefing documents and produce action items for all meetings convened by him/her.
- xi. Review reports and documents and provide feedback, make recommendations, develop summary reports or ensure delivery of other outputs as required.
- xii. Update the BERA with information regarding the progress of the assigned reform areas, in order to collate and produce monthly, quarterly and annual (where required) updates to the NCC Chairman, Cabinet and other key stakeholders.
- xiii. 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
- xiv. Work with the Project Management Officer to keep an updated contact list of all NCC stakeholders who will be required to participate in various meetings / engagements.
- xv. Support the overall activities of the NCC.
- xvi. Prepare, and at times provide information into, Annual and Quarterly Reports as well as Ad Hoc Reports, Briefs and Presentation in the prescribed formats.
- xvii. Liaise with stakeholders at the institutional level and from the relevant sectors.

4. CONSULTANT PROFILE

The consultant should have:

- i. Post-Graduate Degree in any Social Science or relevant discipline [20 marks]
- ii. At least five years of experience in the planning, coordination, management and implementation of development projects [30 marks].
- iii. Demonstrated experience in analytical and problem-solving skills, data analysis, communication and report writing [20 marks].
- iv. Demonstrated experience in coordination across a wide range of institutional and professional groups, people management and communication [15 marks].
- v. Demonstrated knowledge of public sector processes, and a sound appreciation of Government issues and associated sensitivity and confidentiality implications [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 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 Manager, Corporate Initiatives.

In fulfilling his/her responsibilities, the designated representative will consult with the Project Manager to review and recommend approval of deliverables under this consultancy.

The intended start date is April 2021 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	<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. • 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	6%
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 Plan, 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.</p>	Within 5 days of the end of Months 2 - 23	2 weeks	88%

Deliverable	Minimum Content	Submission Date	Review Period	Payment %
	Monthly Reports submitted in the agreed format.			
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	6%

6. CLIENT’S INPUT AND COUNTERPART PERSONNEL

The Project Manager will work virtually for the duration of this Contract but will make themselves available for face-to-face meetings, as is deemed necessary by JAMPRO. The Project Manager will have access to:

- Access to information and to managerial/technical personnel as needed;
- Access to requisite software to undertake role;
- Stationery and printing, as required; 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 JAMPRO. 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 JAMPRO.