



JAMAICA: FOUNDATIONS FOR COMPETITIVENESS AND GROWTH PROJECT

Loan No.:9203-JM – Component 1

**Assignment Title: National Investment Policy – Government of Jamaica Land Bank Phase I -
Research**

Reference No. FCG/AF/CON/27

TERMS OF REFERENCE

1. BACKGROUND

Country Background

Jamaica is defined as an upper middle-income country by the World Bank, with Gross Domestic Product (GDP) per capita at current prices at US\$4,665 per capita (current prices) in 2020. During the last five decades, the Jamaican economy has evolved into what is now largely a service led economy, having emerged from being solely an agricultural society and sought with some success to navigate the era of industrialization. Presently, the country's main economic sectors are the services (tourism, financial services, restaurants, distributive trades, real estate, etc.) and good producing (agriculture, mining, manufacturing and construction) sectors.

The GOJ is committed to positioning Jamaica as a major player within the global investment community by establishing a positive environment for mobilizing private investments to fuel the country's economic progress. The National Development Plan: Vision 2030 acts as the programmatic framework for formulating and implementing policies and strategies that encourage private investments. The aim is to put Jamaica in a position to achieve developed country status by 2030.

Under Vision 2030, the GOJ is working to improve the business environment by enhancing the institutional and regulatory framework for business, investment and operations; developing efficient local and external markets for goods, services, labour and capital; and improving opportunities for micro, small and medium-sized enterprises. As part of this National Development Plan, public-private partnerships are expected to play a key role in developing strong economic infrastructure and in building a logistics-centred economy—both of which are key national strategies for raising Jamaica's global investment profile.

Current Situation

The National Investment Policy (2020) seeks to position Jamaica as a major player in the global investment community driven by economic growth through sustainable development. One of the policy goals are to improve the framework for sustainable, productive and equitable development,

use and management of the country's land resources and other GOJ assets. At present, there is a robust planning, policy and regulatory framework for treatment of access to land for investment purposes. This includes the National Development Plan: Vision 2030, Growth Inducement Strategy (2011), the Privatisation Policy, Land Divestment Policy Framework, a Shovel Ready Investment Projects (SRIP) programme, among others. The SRIP programme which seeks to pre-package investment opportunities to fast track development approvals is a current mechanism that improves business processes around land access for investment.

In spite of these frameworks various gaps exist, which include readily accessible information on all lands that are available for investment due to the absence of a complete central repository for all land assets owned by Government. The full repository of land parcels recorded in the Valuation Roll at the National Land Agency (NLA) captures all lands that are registered and unregistered in the country. Since NLA holds all information pertaining to Crown Lands, while other agencies hold lands in their names, it is imperative that the data be updated for the gaps that exist due to passage of time in land from the Valuation Roll.

A complete land bank housed within NLA's Crown Land Management System would be helpful for investors and make the divestment process easier, given the difficulties that are experienced in identifying and accessing Government owned land for investment purposes. The National Investment Policy (2020) therefore recommends the building of a land bank with detailed information on all the land owned by the different government agencies, which provides guidance on types of developments that can be supported on specified parcels of land.

Project description

The Government successfully engaged the World Bank to extend and expand its 6-year US\$50 million loan facility called Foundation for Competitiveness and Growth Project (FCGP) to allow it to deepen the reform initiatives that had been supported under the Project. Approval was granted for the Additional Financing of US\$10 million from the World Bank and the Government committed to provide a further US\$5 million, thus providing a total of US\$15 million to support the various government entities implementation of investment climate reforms.

FCGP is expected to be concluded on March 31, 2024, based on the Additional Financing that has been approved by the World Bank and Government of Jamaica (GOJ) to implement critical Investment Reforms. 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.

2. OBJECTIVE(S) OF THE ASSIGNMENT

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

The *purpose* of this contract is to fulfill the first of two (2) phases in the creation of a comprehensive and interactive Government Land Bank. Phase I is designed to develop a comprehensive database and audit of the land assets of the Government of Jamaica (GOJ), including those owned and/or held in trust by the Commissioner of Lands, as well as the other Ministries, Departments and Agencies (MDAs). The database will be used to inform Phase 2 with the development of a fully operable and interactive platform to serve as a Land Bank (to be executed under a separate contract).

Results to be achieved:

- i. Database of land assets across all sectors of government that will outline parcel information to include ownership, legal particulars, parcel size, existing use and zoning, available infrastructure, divestment protocols etc.; and
- ii. Geographical outlay of the assets included in the database.

3. SCOPE OF SERVICES, TASKS AND EXPECTED DELIVERABLES

3.1 The Scope of Services shall include the following key tasks:

i. Inception Phase: Stakeholder Engagement

- Conduct inception meetings with NLA, JAMPRO and other GOJ institutions to understand GOJ land portfolio and general capture requirements.
- Review and assess existing databases on the real property assets of the NLA (such as Valuation Roll, Estate Management System) and other MDAs to ascertain, *inter alia*, content, structure and quality of datasets and any information gaps.

Deliverable: Inception Report

ii. Database Framework and Quality Assurance

- Develop database template, fields, schema and protocols for capture of data, in consultation with NLA, JAMPRO and other GOJ stakeholders.
- Develop quality assurance protocols for data collection and entry.
- Determine, in collaboration with the relevant stakeholders (including the NLA), the quality and technical standards to be used in the development of the database¹.
- Determine with NLA and JAMPRO the medium to be used for hosting the database which will be a cost to the project.
- Engage and consult with the NLA to gather information on the real property assets owned by the Commissioner of Lands and other MDA's
- Consult with the MDAs to gather information on their real property assets for inclusion in the database.
- Conduct research on relevant information regarding the assets for which ownership information is not immediately available.

Deliverable: Draft Database Template and Quality Assurance Protocols

¹ The database will not require the creation of a new IT platform by the consultant. The consultant is expected to collaborate with NLA to determine which software will be used.

iii. Database Population and Validation

- Develop and populate the database with the data gathered; making it available for review by the Contract Supervisor.
- Interrogate the data (ownership info, Title Reference, property address, area etc.) to ensure accuracy for inclusion in the database

Deliverable: Populated and Validated Database

iv. Reporting

- Prepare and submit monthly progress reports and other updates, as is required.
- Prepare Final Report

Deliverables: Monthly Progress Reports, Final Report

3.2. Expected deliverables are:

- i. Inception Report
- ii. Draft Database Template and Quality Assurance Protocols
- iii. Populated and Validated Database
- iv. Monthly Progress Reports
- v. Final Report

3.3 All documents submitted must conform to the following minimum standards:

- Use language appropriate for technical and non-technical audiences;
- Reports comprehensive, properly formatted and well presented;
- Provide justifications for all assumptions;
- Show evidence of consultation; and
- Final version of deliverables to incorporate feedback from the Contract Supervisor.

4. QUALIFICATION REQUIREMENTS FOR THE CONSULTANT

This assignment is to be undertaken by an individual consultant with the following requirements.

- A graduate degree in Social Sciences, Records Management, or any relevant discipline [10 marks].
- Training or experience in land administration and management would be an asset [5 marks]
- At least 2 years' experience working with real estate or land records, or any type of government record [15 marks].

- Demonstrated experience in working on at least two projects over the past six years in developing, populating, managing and maintaining simple databases (using Microsoft or similar tools), involving sensitive and confidential records [10 marks].
- Demonstrated experience in conducting research, which involve the inputting of information in a database, evidenced by at least three projects over the past ten years [25 marks].
- Demonstrated experience in coordination across a wide range of institutional and professional groups. Interactions with public sector entities would be an asset. [15 marks].
- Demonstrated experience in research skills, data analysis, communication and report writing [20 marks].

The Consultant and any staff will be vetted by the Supervising Entity and will be required to sign a Non-Disclosure Agreement before the start of the assignment.

5. REPORTING REQUIREMENTS AND TIME SCHEDULE FOR DELIVERABLES

The Planning Institute of Jamaica is the Contracting Authority and shall approve any contractual amendments and payments.

The Consultant will report to the National Land Agency, the Supervising Entity, who shall be responsible for the approval of contractual reports and payment requests. The designated representative of the Supervising Entity is the Commissioner of Lands/Chief Executive Officer of the National Land Agency, or her Designate.

The intended start date is April 2022 and the period of implementation is 10 months from this date. The Consultant shall provide the following reports:

Deliverable	Minimum Content	Time of submission	Review Period	Payment %
Inception Report	Detailed approach and methodology to the assignment including detailed work plans and schedules for data collection from each MDA, including required counterpart resources and data collection schedules. Initial risks/assumptions and mitigation measures that will impact successful execution of the assignment. This report should include initial findings from the initial stakeholder consultations and assessment of database, including an estimation of the number of records to be collected.	Week 4	3 weeks	10%

Deliverable	Minimum Content	Time of submission	Review Period	Payment %
Draft Database Template and Quality Assurance Protocols	Database template, fields, schema and protocols to capture the required information. Quality Assurance Protocols for data collection. Meta data sheet with proposed definitions of terms utilised in the database.	Week 8	4 weeks	10%
Database – Phase 1	Database with 25 percent of total records.	Week 16	4 weeks	12%
Database-Phase 2	Database with an additional 25 percent of total records.	Week 20	4 weeks	12%
Database Phase 3	Database with an additional 25 percent of total records.	Week 24	4 weeks	12%
Database-Phase 4	Database with an additional 25 percent of total records.	Week 28	4 weeks	12%
Progress Reports	Status of the work being undertaken to develop and populate the database and should include: <ul style="list-style-type: none"> - short description of technical progress - Number of records collected - Number of records entered into database (Appendix List of records printed from database that is being populated) - List of meetings held and stakeholders engaged - Challenges encountered - Risks and recommended mitigation measures 	Monthly	1 week	n/a
Final Validated Database	Functional and populated database validated by stakeholders, including metadata and notes to users.	Week 34	4 weeks	22%
Final Report	Short description of achievements including issues faced, risks contemplated and related responses and recommendations.	Week 39	1 week	10%

Deliverables must be presented in draft for review and approval prior to the finalized deliverable being submitted. Once approved, deliverables should be submitted in electronic editable format. All deliverables produced under this assignment are the property of the GoJ and **cannot** be reproduced, shared, or distributed without prior consent of the Contracting Authority and Supervising Entity.

6. CLIENT'S INPUT AND COUNTERPART PERSONNEL

The Consultant will be home based and will only be accommodated at JAMPRO/NLA as needed.

- a) Introductory letters will be provided for use with the MDAs
- b) Records to be made available to the consultant by respective MDAs.