

## TC Document

### I. Basic Information for TC

▪ Country/Region:	Jamaica
▪ TC Name:	Development of Jamaica's Digital Government Agenda
▪ TC Number:	JA-T1156
▪ Team Leader/Members:	Camila Mejia (IFD/ICS) team leader, Francesco De Simone (IFD/ICS) co-team leader; Arturo Miente (IFD/ICS); Sheries Ruddock (CCB/CJA); Alejandro Pareja (IFD/ICS); Omar Wright; Nathalie Hoffman (IFD/ICS); and Monica Centeno (LEG/SGO)
▪ Indicate if: Operational Support, Client Support, or Research & Dissemination	Client Support
▪ Date of TC Abstract authorization:	March 26, 2018
▪ Beneficiary (countries or entities which are the recipient of the technical assistance):	Government of Jamaica
▪ Executing Agency and contact name:	Interamerican Development Bank through the Innovation in Citizen Services Division (ICS)
▪ Donors providing funding (amount and Fund's name):	Ordinary Capital Strategic Development Program for Institutions (INS)
▪ IDB Funding Requested:	US\$300,000
▪ Local counterpart funding, if any:	N/a
▪ Disbursement period (which includes Execution period):	24 months (Execution Period 22 months)
▪ Required start date:	August 1, 2018
▪ Types of consultants (firm or individual consultants):	Firms and individuals
▪ Prepared by Unit:	IFD/ICS
▪ Unit of Disbursement Responsibility:	IFD/IFD
▪ TC Included in Country Strategy (y/n):	No
▪ TC included in CPD (y/n):	Yes
▪ Alignment to the Update to the Institutional Strategy 2010-2020:	Institutional capacity and the Rule of Law

### II. Objectives and Justification of the TC

- 2.1 **Objective.** Jamaica is at a key juncture in its developing trajectory: while the macroeconomic outlook has been improving, the country still faces the significant challenges of making its public sector more efficient and effective, and to improve the quality of services delivered to citizens. For this to happen, the Jamaican Government has to: I) accelerate the process of modernization of the public sector, particularly by pushing forward reforms that go in the direction of adopting digital innovation in the delivery of public services to citizens; and II) promote the adoption of innovative approaches for the provision of police services, citizen security, and justice.
- 2.2 The overall objective of the TC is to promote the adoption of innovative solutions for service delivery in Jamaica. Specifically, the TC will: (i) support reforms that aim at

accelerating the digitalization of the public sector; and (ii) support innovative approaches for police services, citizen security and justice.

- 2.3 **Justification.** In October of 2017, Jamaica completed its second review under the International Monetary Fund Stand-By Arrangement.<sup>1</sup> The final review document, while recognizing efforts made so far and an improvement in the overall macroeconomic outlook for the country, clearly outlines strengthening the efficiency of the public sector and improving the delivery of services to citizens as key pending challenges. The IDB country strategy with Jamaica highlights similar tasks ahead for the Jamaican government.<sup>2</sup> It notes that the country needs to generate the conditions for growth and create new economic opportunities and identifies two main persistent constraints: I) the inefficiency of the public sector; and II) insecurity and crime. This Technical Cooperation project addresses these two constraints, with the ultimate goal of improving the delivery of services to citizens, by adopting innovative tools and strategies.
- 2.4 **Public sector efficiency challenges and low adoption of ICT tools.** The IDB Country Strategy with Jamaica notes that a low adoption of digital tools “greatly affects public sector efficiency and hinders transparency and accountability.” Significantly, Jamaica ranks 109<sup>th</sup> out of 193 countries under the United Nations E-government Index. This in turn clearly affects the delivery of quality services to citizens in at least two ways. First, few government agencies have adopted digital tools for service delivery. Secondly, the overall public sector remains inefficient, with a significant amount of resources devoted to wages, and limited resources freed up to improve the quality of services to citizens. This project addresses these issues by accelerating the process of modernization of the public sector, and particularly by pushing forward the adoption of innovative digital tools for the delivery of public services to citizens.
- 2.5 The Bank is already supporting Jamaica in this area through Loan Operations JA-L1072, which supports the establishment of a new National Identification System (NIDS); and JA-L1046, JA-L1073 and JA-L1078 which support the transformation of the Jamaican public sector. Most of these projects were approved in 2017. This TC will support work that will either complement or lay the ground for and provide inputs needed for the beginning of these loan operations. Particularly the project will support the digitalization and simplification of key public services, for which projects JA-L1072 and JA-L1074 represent necessary pre-conditions.
- 2.6 In both the public sector modernization and citizen security areas (see section 2.8, below), the relationship between the technical support provided through this TC and the applicable loan operations (described in detail in 2.5 and 2.8) is absolutely critical. First, these operations are central for both the country’s modernization process (see sections 2.1-2.4) and the Bank’s agenda. The NIDS project, for example, has been repeatedly singled out by the Jamaican Government as a cornerstone of its future development, and by the IDB as an example of identity-driven digital innovation and multi-disciplinary work, to be replicated in other countries and with multiple positive spill-over effects in both the public and private sector. From this perspective, the success of these loans is key for both the country and the Bank, and any technical assistance that can be lent by the IDB to contribute to its success is critical. Under an already well-tested technical assistance model, this TC will be used to hire technical expertise that complements the Bank’s and Government’s. Execution of the TC by the

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<sup>1</sup> <http://www.imf.org/~media/Files/Publications/CR/2017/cr17329-Jamaica.ashx>

<sup>2</sup> <http://www.iadb.org/document.cfm?id=40713849>

Bank helps speed up the hiring of thematic technical experts in a phase when three new loans are still in the very initial phases, but already need technical inputs. There is no overlap between the activities envisioned in this TC and the loan operations described in 2.5 and 2.8, as the TC i) provides thematic technical guidance in early stages of the project, when the project implementation units are still in the forming phase; or ii) covers specific activities in which needs have been identified in the phases immediately following the approval of the loans.

- 2.7 **Crime and violence and its impact on public and private sector efficiency and productivity.** Jamaica has the highest homicide rate in the Caribbean and one of the highest in the world. The homicide rate increased sharply in 2015 after several years of decline and experienced another spike at the beginning of 2018. The Government's efforts in relation to crime span a broad range of areas. The low clear-up rate of murders by the police demonstrate high levels of inefficiency. In turn, as highlighted in both the IDB Country Strategy with Jamaica and Jamaica's Stand-by Agreement with the IMF, crime has an impact on both private sector productivity and public sector efficiency, as fighting insecurity takes up a significant share of both private and public sector resources, and discourages investment. A recent IDB study on the cost of crime in LAC further validates this point.<sup>3</sup>
- 2.8 The Bank has been supporting Jamaica in this area with loan operations JA-L1043, phase III of the Citizen Security and Justice Program, and JA-L1074, the Security Strengthening Program. JA-L1043 supports particularly activities related violence prevention and justice, while project JA-1074 focuses specifically on supporting the improvement in the efficiency of the Jamaican police (Jamaica Constabulary Force or JCF). Nevertheless, neither loan tackles the issue of a broader crime reduction strategy and institutional strengthening, a point that has been raised clearly in the Jamaican press and political debate. Particularly following the recent spike in crime that started in January 2018, and the establishment of the state of emergency in certain Jamaican parishes,<sup>4</sup> several stakeholders have raised emphatically the issue of the need for an innovative and comprehensive crime reduction strategy in the country.
- 2.9 The proposed project aims to support innovative approaches to citizen security and justice, particularly through the adoption of a comprehensive security strategy for the Government of Jamaica, as well as to support two specific activities, to be determined following the adoption of the strategy, necessary for the implementation of the strategy. Activities to be supported will be selected among those that are the most innovative and that rely on the use of new ICT tools.
- 2.10 **Communication and dissemination.** Recent events, particularly the implementation of the new national Identification System, as well as the ongoing debate regarding the adoption of Jamaica's data protection law have highlighted the importance of a proper communication strategy, particularly in conjunction with the approval of new and innovative public policies whose consequences may not be entirely clear to citizens, and that are susceptible to being misrepresented. Similar considerations apply to any innovations that may be related to security policies, which, as noted, have been especially controversial and at the center of public debate. To prevent these problems,

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<sup>3</sup> <https://publications.iadb.org/bitstream/handle/11319/8133/The-Costs-of-Crime-and-Violence-New-Evidence-and-Insights-in-Latin-America-and-the-Caribbean.pdf>.

<sup>4</sup> See coverage at <http://www.caribbean360.com/news/state-of-public-emergency-set-to-be-extended-in-second-jamaican-parish> and <http://jis.gov.jm/house-approves-extension-of-state-of-public-emergency-in-st-catherine-north-police-division/>.

the project will also incorporate activities aimed at communicating and disseminating both the characteristics and expected impacts of any activities or policies to be adopted or promoted through the project.

- 2.11 The communication and dissemination strategy will also be the entry point for the involvement of key stakeholders in the TC's activities. As the debate surrounding the NIDS project shows, the participation of key stakeholders, including religious groups, universities and professional and industry groups in public sector modernization processes is critical. The communication and dissemination strategies to be designed under the project will help identify key stakeholders for the different activities and define ways in which to engage them in the various processes.
- 2.12 **Strategic Alignment.** At an institutional level, the operation is aligned with the latest update of the IDB Institutional Strategy 2016-2019 (AB-3008), which highlights Institutional capacity and the Rule of Law as one of the key Cross-Cutting Issues,<sup>5</sup> as well as with the Structural and Emerging Development challenge 2B.1, related to Social Exclusion and Inequality, and particularly with sub-challenge iii ("Limited capacity of the public sector and civil service to deliver services, fight corruption, and enforce the rule of law").
- 2.13 Prioritization of the digital government and citizen security agenda is laid out in the documents: "Improving Lives Through Better Government: Promoting Effective, Efficient, and Open Governments in Latin America and the Caribbean,"<sup>6</sup> and in the Citizen Security and Justice Sector Framework Document (GN-2771-7).
- 2.14 The operation is also aligned with the following OC-SDP for Institutions outcomes (GN-2819-1): Institutional and policy quality, implementation capacity and technological innovation strengthened; as well as with its objectives to "contribute to the development of more effective, efficient, open and citizen-oriented public policies and institutions" (objective i), "improve the provision of public services" (objective ii), and "strengthen [...] citizen security" (objective iii). It is aligned with the OC-SDP for Institutions 2018 prioritization criteria as it contributes to strengthening the institutional architecture of public sector entities in Jamaica.
- 2.15 Finally, the project is aligned with the IDB Country Strategy with Jamaica, and particularly with Overarching Strategic Objective I: Improve Public Sector Management.
- 2.16 Regarding the IDB 2016-2019 Corporate Results Framework (CRF), the project is aligned with indicators I.7 (Government Effectiveness), and II.25 (Government agencies benefited by projects that strengthen technological and managerial tools to improve public service delivery).

### III. Description of activities/components and budget

- 3.2 In line with its objectives, this operation consists of three components:
- 3.1 **Component I. Public Sector Innovations for Improved Public Services (US\$120,000).** This component supports the adoption of innovative solutions to improve the efficiency of the Jamaican public sector and particularly the quality of citizen services. More specifically, this component will: (i) promote the adoption of

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<sup>5</sup> <http://www20.iadb.org/intal/catalogo/PE/2015/15841.pdf>

<sup>6</sup> <https://publications.iadb.org/handle/11319/6696>

digital tools by Jamaican government agencies; and (ii) support the adoption of public sector management practices that will help make the use of government resources more effective and efficient.

- 3.2 Specific activities: (i) streamlining and digitizing administrative procedures for the completion of online business registration; (ii) preparatory work for the digitalization of key government services, particularly to conduct any adjustments needed in conjunction with the implementation of the new NIDS; (iii) technical support to the implementation of the Human Capital Management Enterprise System in the Jamaican public sector; (iv) implementation of innovative solutions for shared government services; (v) identification of key legislative and regulatory measures needed to accelerate the digitalization of Jamaica's public sector; and (vi) identification of specific measures needed to improve the transparency and efficiency of the Jamaican public sector, particularly through the use of innovative technology.
- 3.3 The expected result of this component is improved efficiency of the Jamaican public sector, and improved quality of selected citizen services.
- 3.4 **Component II. Innovations for Citizen Security and Justice (US\$135,000).** This component focuses on supporting innovative approaches for police services, citizen security and justice.
- 3.5 Specific activities: (i) support to the preparation of a new security strategy for Jamaica, particularly with an emphasis on innovative strategies and international best practices; (ii) activities to socialize and validate the proposed strategy ahead of adoption; (iii) design of a framework for an impact evaluation of the strategy and related citizen security initiatives; (iv) implementation of three specific activities under the new strategy (specific activities will be prioritized among those that are the most innovative and that rely on the use of ICT tools).
- 3.6 The expected result of this component is improvements in the quality of police services, as well as the adoption of innovative technologies for policing.
- 3.7 **Component III. Communication and Dissemination (US\$40,000).** This component supports the communication and dissemination of the characteristics and expected impact of any innovations to be supported under the program and in the two thematic areas of public sector reform and citizen security.
- 3.8 **Specific activities:** (i) design of a communication and dissemination strategy for public sector innovation reforms; and (ii) design of a communication and dissemination strategy for the Jamaica security strategy.
- 3.9 The expected result of this component is increased public awareness and understanding of the reforms to be implemented under the project and through related loan operations.

### Indicative Budget in (US\$)

Component/Activity	IDB	Local	Total
<b>Component 1.</b> Public Sector Innovations for Improved Public Services	120,000	-	120,000
<b>Component 2.</b> Innovations for Citizen Security and Justice	135,000	-	135,000
<b>Component 3.</b> Communication and Dissemination	40,000	-	40,000
<b>Review of Results</b>	5,000	-	5,000
<b>Total</b>	<b>300,000</b>		<b>300,000</b>

- 3.10 The total amount of this operation is US\$300,000 (non-reimbursable), to be financed with resources from the Ordinary Capital Strategic Development Program for Institutions (INS) and disbursed over the course of 24 months.

## IV. Executing agency and execution structure

- 4.1 The project will be Bank executed. The implementation by the bank is justified by the need to prevent any duplication and ensure close coordination between the activities to be financed under this project and those to be implemented under the loan operations listed under sections 2.5 and 2.7. In addition, the execution by the Bank is justified by the considerable bank experience with implementing technical assistance programs in the area of public sector reform, digitalization and e-government, and citizen security, compared to the Government of Jamaica's capacity in the same area (see point (d) of Annex 10 of GN-2629-1, particularly bullet (iii)).
- 4.2 Monitoring and devaluation will be done in close alignment with the applicable loan operations as per sections 2.5 and 2.7 and according to the results framework available in Convergence. In addition, budget has been allocated to collect and review the results of this TC. The designated focal points for this TC in the country office and specialists responsible for execution are Francesco De Simone (IFD/ICS) and Camila Mejia (IFD/ICS).
- 4.3 Procurement processes of contracts financed through this bank-executed TC will be conducted in accordance with the correspondent Procurement Policies (GN-2765-1; GN-2303-20; AM-650).

## V. Project Risks and Issues

- 5.1 The team has identified the following risks: (i) delays in the implementation of the planned activities. To mitigate this risk, activities have been selected that are closely aligned with the most important and urgent government priorities in the various areas of operation; (ii) risks related to the reception by the general public of specific initiatives and public-sector reforms, particularly those requiring the use of ICT tools and identifying information for the public. To prevent this risk, the team has designed a specific component; and (iii) aimed at socializing any sensitive activities and disseminating expected impacts and outcomes.

## VI. Environmental and Social Strategy

- 6.1 There are no environmental or social risks associated with the activities outlined in this operation; therefore, its environmental classification is "C", according to the

Environment and Safeguard Compliance Policy (OP-703). (See [Safeguard Policy Filter Report](#) and [Safeguard Screening Form](#)).

**Required Annexes:**

- Annex I. Request from the client
- Annex II. Results Matrix
- Annex III. Terms of Reference
- Annex IV. Procurement Plan



ANY REPLY OR SUBSEQUENT REFERENCE SHOULD BE ADDRESSED TO THE  
FINANCIAL SECRETARY AND THE FOLLOWING REFERENCE NUMBER QUOTED:-

Telephone No. 922-8600-16  
Website: <http://www.mof.gov.jm>  
Email: [info@mof.gov.jm](mailto:info@mof.gov.jm)

MINISTRY OF FINANCE AND THE PUBLIC SERVICE  
30 NATIONAL HEROES CIRCLE  
P.O. BOX 512  
KINGSTON  
JAMAICA

June 5, 2018

Mrs. Therese Turner-Jones  
General Manager  
Country Department, Caribbean Group  
Inter-American Development Bank  
40-46 Knutsford Boulevard (6<sup>th</sup> Floor)  
Kingston 5

Dear Mrs. Turner-Jones,

**Re: Request for Nonreimbursable Technical Cooperation (TC) Funding from the Inter-American Development Bank (IDB) for Eight (8) Projects proposed to be initiated in FY 2018/19**

Reference is made to previous discussions between representatives of the Government of Jamaica (GOJ) and the Inter-American Development Bank (IDB) in relation to several proposed projects for which Technical Cooperation (TC) funding is being made available by the IDB.

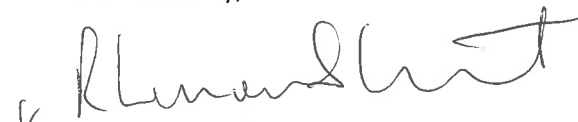
Further to the ensuing discussions with the relevant GOJ stakeholders, the Ministry of Finance and the Public Service (MOFPS) on behalf of the GOJ hereby formally requests TC funding in the aggregate amount of **US\$2,850,000** for the eight (8) projects as outlined in **Table 1** below provided by the Bank:

**Table 1**

Project Number	Project Name	Anticipated Approval Date	Amount (US Equivalent)
JA-T1153	Persons with Disability Support Program	31-Aug-2018	350,000
JA-T1149	Promoting Sustainable Tourism and Mitigating the Impact of Climate Change - A Master Plan for Jamaica	26-Oct-2018	350,000
JA-T1155	Support for the formulation and implementation of the Program for the Strengthening of Disaster Risk Management and Climate Change Adaptation Governance	16-May-2018	750,000
JA-T1158	Support to the Ministry of Agriculture of Jamaica to Update Sector Policies and Investment Plans and for Project Preparation	24-May-2018	350,000
JA-T1156	Development of Jamaica's Digital Government Agenda	15-Jun-2018	300,000
JA-T1154	Support for Education Programme for Sustainability of Modernisation and Reform	30-Nov-2018	200,000
JA-T1151	Implementation Support for Skills Development for Global Services	30-May-2018	300,000
JA-T1152	Strengthening Health Services Delivery in Jamaica	29-Jun-2018	250,000

The GOJ anticipates the favourable consideration of the Bank to the foregoing request for TC funding and awaits the Bank's response accordingly. The Bank in responding is also being asked to indicate those Projects which will be Bank-executed and provide any TC documentation or Agreements necessary to facilitate the GOJ's review and non-objection before implementation of the Projects listed.

Yours sincerely,

  
Dian Black (Ms.)  
for Financial Secretary





## Results Matrix

### Outcomes

Outcome: 1 Enhance the efficiency and effectiveness of Jamaica's public sector to improve the quality of services										
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification		2018	2019	2020	EOP
1.1 Promote the adoption of digital tools by Jamaican government agencies		#tool	0.00	2018		P			2.00	2.00
						P(a)				
						A				
1.2 Promote the adoption of public management practices to make more efficient		#management practices	0.00	2018		P			1.00	1.00
						P(a)				
						A				
1.3 Promote the adoption of innovative approaches in the provision of police		#initiatives	0.00	2018		P			2.00	2.00
						P(a)				
						A				



### Outputs: Annual Physical and Financial Progress

1 Public Sector Innovations for Improved Public Services						Physical Progress					Financial Progress					Theme	Fund
Outputs	Output Description	Unit of Measure	Baseline	Baseline Year	Means of verification		2018	2019	2020	EOP		2018	2019	2020	EOP		
1.1 Tools designed/strengthened	Digitization of administrative processes	Tools (#)	0	2018	Final consultancy report	P		0	1	1	P	20000	25000		45000	Institutional Development	INS
						P(a)				0	P(a)				0		
						A					A						
1.2 Institutional capacity analysis conducted	Preparatory work for the digitalization of key government services, particularly to conduct any adjustments needed in conjunction with the implementation of the new NIDS	Assessments (#)	0	2018	Final Consultancy Report	P		2		2	P		10000	10000	20000	Institutional Development	INS
						P(a)				0	P(a)				0		
						A					A						
1.3 Management information systems (MIS) implemented	Technical support to the implementation of the Human Capital Management Enterprise System	Systems (#)	0	2018	Technical Report	P	0	0	1	1	P		20000		20000	Institutional Development	INS
						P(a)	0			0	P(a)				0		
1.4 Institutional strengthening programs delivered	This output will support the design and implementation of shared government	Programs (#)	0	2018	Final Consultancy Report	P		1		1	P		15000	20000	35000	Institutional Development	INS

	shared government services					P(a)				0	P(a)					0		
1.5 Regulatory frameworks designed	identification of key legislative and regulatory measures needed to accelerate the digitalization of Jamaica's public sector	Frameworks (#)	0	2018	Regulatory Framework	P	0	1		1	P	15000	10000			25000	Institutional Development	INS
						P(a)	0			0	P(a)					0		
						A					A							
1.6 Institutional capacity analysis conducted	identification of specific measures needed to improve the transparency and efficiency of the Jamaican public sector, particularly through the	Assessments (#)	0	2018	Report	P		1		1	P		15000			15000	Institutional Development	INS
						P(a)				0	P(a)					0		
						A					A							
2 Innovations for Citizen Security and Justice						Physical Progress				Financial Progress								
Outputs	Output Description	Unit of Measure	Baseline	Baseline Year	Means of verification	2018	2019	2020	EOP	2018	2019	2020	EOP	Theme	Fund			
2.1 Strategies designed	Preparation of a new security strategy with an emphasis on innovative approaches and international best practices	Strategies (#)				P	0	1		1	P		10000	10000	20000	Citizen Security	TBD	
						P(a)	0			0	P(a)					0		
						A					A							
2.2 Workshops organized	Activities to socialize and validate the proposed strategy ahead of adoption	Workshops (#)				P	0	0	1	1	P			10000	10000		Citizen Security	TBD
						P(a)	0			0	P(a)					0		
						A					A							
2.3 Impact evaluations designed	Design a framework for an impact evaluation of the strategy and related citizen security initiatives	Evaluations (#)				P	0	1		1	P		20000	20000	40000	Citizen Security	TBD	
						P(a)	0			0	P(a)					0		
						A					A							
2.4 Pilot interventions implemented	Implementation of three specific activities under the new strategy	Pilots (#)				P	0	0	1	1	P	30000	30000			60000	Citizen Security	TBD
						P(a)	0			0	P(a)					0		
						A					A							
3 Communication and Dissemination						Physical Progress				Financial Progress								
Outputs	Output Description	Unit of Measure	Baseline	Baseline Year	Means of verification	2018	2019	2020	EOP	2018	2019	2020	EOP	Theme	Fund			
3.1 Awareness raising campaigns designed/implemented	Design 2 communication and dissemination strategies for public sector innovation reform and for the	Campaigns (#)				P	0	0	2	2	P		5000	5000	10000	Institutional Development	TBD	
						P(a)	0			0	P(a)					0		

	Jamaica security					A					A						
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Other Cost

Total Cost

 CRF Indicator

 Standard Output Indicator

	2018	2019	2020	Total Cost
P	\$65,000.00	\$160,000.00	\$75,000.00	\$300,000.00
P(a)				
A				

**JA-T1156  
IFD/ICS**

**DEVELOPMENT OF JAMAICA’S DIGITAL GOVERNMENT AGENDA**

**Technical Assistance for streamlining and digitizing administrative procedures for the completion of online business registration**

**TERMS OF REFERENCE**

**I. BACKGROUND**

Jamaica is at a key juncture in its developing trajectory: while the macroeconomic outlook has been improving, the country still faces the significant challenges of making its public sector more efficient and effective, and to improve the quality of services delivered to citizens. For this to happen, the Jamaican Government has to: I) accelerate the process of modernization of the public sector, particularly by pushing forward reforms that go in the direction of adopting digital innovation in the delivery of public services to citizens; and II) promote the adoption of innovative approaches for the provision of police services, citizen security, and justice.

In October of 2017, Jamaica completed its second review under the International Monetary Fund Stand-By Arrangement. The final review document, while recognizing efforts made so far and an improvement in the overall macroeconomic outlook for the country, clearly outlines strengthening the efficiency of the public sector and improving the delivery of services to citizens as key pending challenges. The IDB country strategy with Jamaica highlights similar tasks ahead for the Jamaican government. It notes that the country needs to generate the conditions for growth and create new economic opportunities and identifies two main persistent constraints: I) the inefficiency of the public sector; and II) insecurity and crime. This Technical Cooperation project addresses these two constraints, with the ultimate goal of improving the delivery of services to citizens, by adopting innovative tools and strategies.

The IDB Country Strategy with Jamaica notes that a low adoption of digital tools “greatly affects public sector efficiency and hinders transparency and accountability.” Significantly, Jamaica ranks 109<sup>th</sup> out of 193 countries under the United Nations E-government Index. This in turn clearly affects the delivery of quality services to citizens in at least two ways. First, few government agencies have adopted digital tools for service delivery. Secondly, the overall public sector remains inefficient, with a significant amount of resources devoted to wages, and limited resources freed up to improve the quality of services to citizens. This project addresses these issues by accelerating the process of modernization of the public sector, and particularly by pushing forward the adoption of innovative digital tools for the delivery of public services to citizens

The Bank is already supporting Jamaica in this area through Loan Operations JA-L1072, which supports the establishment of a new National Identification System (NIDS); and JA-L1046, JA-L1073 and JA-L1078 which support the transformation of the Jamaican public sector. Most of these projects were approved in 2017. This TC will support work that will either complement or lay the ground for and provide inputs needed for the beginning of these loan operations. Particularly the project will support the digitalization

and simplification of key public services, for which projects JA-L1072 and JA-L1074 represent necessary pre-conditions.

In line with its objectives technical assistance project JA-T1156 supports the adoption of innovative solutions to improve the efficiency of the Jamaican public sector and particularly the quality of citizen services. More specifically, this activity aims to streamline and digitize administrative procedures for the completion of online business registration.

## **II. Objective**

The objective of the consultancy is to provide Technical Assistance to the Government of Jamaica in streamlining and digitizing administrative procedures for the completion of online business registration, in recognition of the importance of smooth and fast business registration process have for the efficiency of the public and private sector.

## **III. Activities**

In order to assist the Government of Jamaica in attaining the objectives of the technical assistance, the consultant will carry out, among others, the following activities:

- Prepare and agree with the GoJ and the IDB a work plan for the execution of the consultancy, including the objective, scope methodology and timeframe.
- Collect and analyze all the relevant information to carry out the consultancy. In particular, the consultant will collect all relevant information regarding recent changes and reforms related to the business registration process.
- Determine, in coordination with GoJ, the components of the business registration process in need of redesign and streamlining.
- Interview all relevant stakeholders, including private sector and business associations, to determine changes needed and areas for improvement.
- Process and systematize the information obtained and prepare a recommendation report and implementation plan.
- Identify and propose solutions, both administrative and technological, to streamline and simplify the business registration process.
- Present progress reports to GoJ and IDB after each mission.

## **IV. Products**

The consultant will deliver as a result of his/her professional services, the following products:

- i. Work plan for the execution of the consultancy, including the objective, methodology, scope, and timeframe.
- ii. A preliminary report describing the activities carried out during scoping missions, and the documentary analysis and the information obtained from the visits in the field.
- iii. An action plan and recommendation report with concrete actions needed for streamlining the business registration report.

- iv. A final report with the results of the work done, including activities carried out to implement recommendations under (III), and next steps for the GoJ to adopt.

## V. Payment Schedule

- 20% upon contract signature and delivery of the Work Plan
- 40% upon the delivery and approval of products under (ii), above.
- 40% upon the delivery and approval of the final delivery of products under (iii), above.

## VI. Qualifications

- *Academic Degree / Level & Years of Professional Work Experience:* MBA, MPA MS, engineering degree or similar, with a strong focus on ICT and at least 10 years of experience in the design or re-design of government processes (or similar in the private sector), particularly digitalization of paper-based processes.
- *Languages:* Native-level English proficiency (oral and written).
- *Areas of Expertise:* Previous experience in similar projects, particularly the design or re-design of government processes and the digitalization of paper-based administrative processes is mandatory. Additional experience in ICT, change management and project management is preferable.
- *Skills:* Excellent strategic leadership and management skills with analytical and strategic thinking; Excellent problem-solving skills; and excellent communication (both written and verbal) skills and relationship management. Proven track record of working effectively within multi-disciplinary teams. Experience undertaking multilateral funded projects would be a distinct advantage

## VII. Characteristics of the Consultancy

- Consultancy category and modality: Products and External Services Contractual, Lump Sum
- Contract duration: 10 months. Required Effort: 30 days.
- Place(s) of work: Place of residence of the consultant, including 3 trips of one week to Jamaica.
- Coordinator: Francesco De Simone ([francescod@iadb.org](mailto:francescod@iadb.org)) (IFD/ICS).

**Payment and Conditions:** Compensation will be determined in accordance with Bank's policies and procedures. In addition, candidates must be citizens of an IDB member country.

**Consanguinity:** Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the Bank as staff members or Complementary Workforce contractuels, will not be eligible to provide services for the Bank.

**Diversity:** The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, religion, and HIV/AIDs status. We encourage women, Afro-descendants and persons of indigenous origins to apply.

JA-T1156

IFD/ICS

## **DEVELOPMENT OF JAMAICA'S DIGITAL GOVERNMENT AGENDA**

**Technical Assistance to conduct preparatory work for the digitalization of key government services, particularly to conduct any adjustments needed in conjunction with the implementation of the new National Identity System (NIDS)**

### **TERMS OF REFERENCE**

#### **II. BACKGROUND**

Jamaica is at a key juncture in its developing trajectory: while the macroeconomic outlook has been improving, the country still faces the significant challenges of making its public sector more efficient and effective, and to improve the quality of services delivered to citizens. For this to happen, the Jamaican Government has to: I) accelerate the process of modernization of the public sector, particularly by pushing forward reforms that go in the direction of adopting digital innovation in the delivery of public services to citizens; and II) promote the adoption of innovative approaches for the provision of police services, citizen security, and justice.

In October of 2017, Jamaica completed its second review under the International Monetary Fund Stand-By Arrangement. The final review document, while recognizing efforts made so far and an improvement in the overall macroeconomic outlook for the country, clearly outlines strengthening the efficiency of the public sector and improving the delivery of services to citizens as key pending challenges. The IDB country strategy with Jamaica highlights similar tasks ahead for the Jamaican government. It notes that the country needs to generate the conditions for growth and create new economic opportunities and identifies two main persistent constraints: I) the inefficiency of the public sector; and II) insecurity and crime. This Technical Cooperation project addresses these two constraints, with the ultimate goal of improving the delivery of services to citizens, by adopting innovative tools and strategies.

The IDB Country Strategy with Jamaica notes that a low adoption of digital tools “greatly affects public sector efficiency and hinders transparency and accountability.” Significantly, Jamaica ranks 109<sup>th</sup> out of 193 countries under the United Nations E-government Index. This in turn clearly affects the delivery of quality services to citizens in at least two ways. First, few government agencies have adopted digital tools for service delivery. Secondly, the overall public sector remains inefficient, with a significant amount of resources devoted to wages, and limited resources freed up to improve the quality of services to citizens. This project addresses these issues by accelerating the process of modernization of the public sector, and particularly by pushing forward the adoption of innovative digital tools for the delivery of public services to citizens

The Bank is already supporting Jamaica in this area through Loan Operations JA-L1072, which supports the establishment of a new National Identification System (NIDS); and JA-L1046, JA-L1073 and JA-L1078 which support the transformation of the Jamaican public sector. Most of these projects were approved in 2017. This TC will support work that will either complement or lay the ground for and provide inputs needed for the beginning of these loan operations. Particularly the project will support the digitalization and simplification of key public services, for which projects JA-L1072 and JA-L1074 represent necessary pre-conditions.

In line with its objectives technical assistance project JA-T1156 supports the adoption of innovative solutions to improve the efficiency of the Jamaican public sector and particularly the quality of citizen services. More specifically, this activity aims to conduct preparatory work for the digitalization of key government services, particularly to conduct any adjustments needed in conjunction with the implementation of the new Jamaican National Identity System (NIDS).

## **II. Objective**

The objective of the consultancy is to provide Technical Assistance to the Government of Jamaica in conducting any adjustments needed in conjunction with the implementation of the new Jamaican National Identity System (NIDS). The NIDS will implement important changes that will allow for the simplification, streamlining and digitization of government services. This consultancy will help identify key candidates services for early simplification and streamlining, as well as support the implementation of pilots in three (3) government services.

## **III. Activities**

In order to assist the Government of Jamaica in attaining the objectives of the technical assistance, the consulting firm will carry out, among others, the following activities:

- i. Prepare and agree with the GoJ and the IDB a work plan for the execution of the consultancy, including the objective, scope methodology and timeframe.
- ii. Identify, in coordination with the GoJ, a pool of key services that have benefitted from the implementation of the NIDS, and prepare specific work plans of activities to be conducted to map each service and design a roadmap for simplification and digitization.
- iii. Collect all relevant information necessary for the implementation of point II, above, including by interviewing all relevant stakeholders, including private sector and business associations, to determine changes needed and areas for improvement.
- iv. Identify and propose solutions, both administrative and technological, to streamline and simplify relevant administrative processes, including in light of the adoption of the NIDS.
- v. Identify three (3) administrative processes to be used as pilots of implementation.
- vi. Conduct necessary activities to support the GoJ in the implementation of the 3 pilots identified.

## **IV. Products**

The consulting firm will deliver as a result of its professional services, the following products:

- i. Work plan for the execution of the consultancy, including the objective, methodology, scope, and timeframe.
- ii. A preliminary report describing the activities carried out during scoping missions, and the documentary analysis and the information obtained from the visits in the field, and highlighting the pool of services and administrative processes for initial in-depth analysis.
- iii. An action plan and recommendation report with concrete actions needed for digitizing and streamlining three pilot projects.
- iv. A final report detailing all activities conducted to support the GoJ in the implementation of the three (3) pilots.



## V. Payment Schedule

- 20% upon contract signature and delivery of the Work Plan
- 30% upon the delivery and approval of products under (ii), above.
- 30% upon the delivery and approval of products under (iii), above.
- 20% upon completion of the consultancy.

## VI. Qualifications

- *Academic Degree / Level & Years of Professional Work Experience:* MBA, MPA MS, engineering degree or similar, with a strong focus on ICT and at least 12 years of experience in the design or re-design of government processes (or similar in the private sector), particularly digitalization of paper-based processes.
- *Languages:* Native-level English proficiency (oral and written).
- *Areas of Expertise:* Previous experience in similar projects, particularly the design or re-design of government processes and the digitalization of paper-based administrative processes is mandatory. Additional experience in ICT, change management and project management is preferable.
- *Skills:* Excellent strategic leadership and management skills with analytical and strategic thinking; Excellent problem-solving skills; and excellent communication (both written and verbal) skills and relationship management. Proven track record of working effectively within multi-disciplinary teams. Experience undertaking multilateral funded projects would be a distinct advantage

## VII. Characteristics of the Consultancy

- Consultancy category and modality: Products and External Services Contractual, Lump Sum
- Contract duration: 12 months. Required Effort: 45 days.
- Place(s) of work: Place of residence of the consultant, including 3 trips of one week to Jamaica.
- Coordinator: Francesco De Simone ([francescod@iadb.org](mailto:francescod@iadb.org)) (IFD/ICS).

**Payment and Conditions:** Compensation will be determined in accordance with Bank's policies and procedures. In addition, candidates must be citizens of an IDB member country.

**Consanguinity:** Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the Bank as staff members or Complementary Workforce contractuels, will not be eligible to provide services for the Bank.

**Diversity:** The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, religion, and HIV/AIDs status. We encourage women, Afro-descendants and persons of indigenous origins to apply.

## **DEVELOPMENT OF JAMAICA'S DIGITAL GOVERNMENT AGENDA**

### **Implementation of innovative solutions for shared government services**

#### **TERMS OF REFERENCE**

#### **III. BACKGROUND**

Jamaica is at a key juncture in its developing trajectory: while the macroeconomic outlook has been improving, the country still faces the significant challenges of making its public sector more efficient and effective, and to improve the quality of services delivered to citizens. For this to happen, the Jamaican Government has to: I) accelerate the process of modernization of the public sector, particularly by pushing forward reforms that go in the direction of adopting digital innovation in the delivery of public services to citizens; and II) promote the adoption of innovative approaches for the provision of police services, citizen security, and justice.

In October of 2017, Jamaica completed its second review under the International Monetary Fund Stand-By Arrangement. The final review document, while recognizing efforts made so far and an improvement in the overall macroeconomic outlook for the country, clearly outlines strengthening the efficiency of the public sector and improving the delivery of services to citizens as key pending challenges. The IDB country strategy with Jamaica highlights similar tasks ahead for the Jamaican government. It notes that the country needs to generate the conditions for growth and create new economic opportunities and identifies two main persistent constraints: I) the inefficiency of the public sector; and II) insecurity and crime. This Technical Cooperation project addresses these two constraints, with the ultimate goal of improving the delivery of services to citizens, by adopting innovative tools and strategies.

The IDB Country Strategy with Jamaica notes that a low adoption of digital tools “greatly affects public sector efficiency and hinders transparency and accountability.” Significantly, Jamaica ranks 109<sup>th</sup> out of 193 countries under the United Nations E-government Index. This in turn clearly affects the delivery of quality services to citizens in at least two ways. First, few government agencies have adopted digital tools for service delivery. Secondly, the overall public sector remains inefficient, with a significant amount of resources devoted to wages, and limited resources freed up to improve the quality of services to citizens. This project addresses these issues by accelerating the process of modernization of the public sector, and particularly by pushing forward the adoption of innovative digital tools for the delivery of public services to citizens

The Bank is already supporting Jamaica in this area through Loan Operations JA-L1072, which supports the establishment of a new National Identification System (NIDS); and JA-L1046, JA-L1073 and JA-L1078 which support the transformation of the Jamaican public sector. Most of these projects were approved in 2017. This TC will support work that will either complement or lay the ground for and provide inputs needed for the beginning of these loan operations. Particularly the project will support the digitalization and simplification of key public services, for which projects JA-L1072 and JA-L1074 represent necessary pre-conditions.

In line with its objectives technical assistance project JA-T1156 supports the adoption of innovative solutions to improve the efficiency of the Jamaican public sector and particularly the quality of citizen

services. More specifically, this activity aims to support the implementation of innovative solutions for shared government services.

## **II. Objective**

The objective of the consultancy is to provide Technical Assistance to the Government of Jamaica in adopting innovative solutions for shared government services, in recognition of the fact that shared government services are instrumental in improving the efficiency of the public sector.

## **III. Activities**

In order to assist the Government of Jamaica in attaining the objectives of the technical assistance, the consultant will carry out, among others, the following activities:

- I. Prepare and agree with the GoJ and the IDB a work plan for the execution of the consultancy, including the objective, scope methodology and timeframe.
- II. Prepare a short best practices document on shared services, particularly focusing on experiences from countries with similar legal traditions and comparable size and population to Jamaica.
- III. Review the Jamaica shared services strategy and progress accomplished to date in implementing it.
- IV. Determine, in coordination with GoJ, the specific activities to be implemented in support of the implementation of the government's shared services strategies, particularly with a focus on those that are most innovative and that have proven more difficult for the government to implement. Design an action plan accordingly.
- V. Technically support the government in the implementation of the action plan sub IV, above, with specific activities to be identified in due course.
- VI. Present a final progress reports to the IDB and GoJ.

## **IV. Products**

The consultant will deliver as a result of his/her professional services, the following products:

- I. Work plan for the execution of the consultancy, including the objective, methodology, scope, and timeframe.
- II. A preliminary report describing the activities carried out during scoping missions, and the documentary analysis and the information obtained from the visits in the field.
- III. A best practices report as per activity II.
- IV. An action plan and recommendation report with concrete actions needed to implement the government shared services strategy.
- V. A final report with the results of the work done, including activities carried out to implement recommendations under (III), and next steps for the GoJ to adopt.

## **V. Payment Schedule**

- 20% upon contract signature
- 30% upon the delivery and approval of products under (ii) and (iii), above.

- 30% upon the delivery and approval of the final delivery of products under (iv), above.
- 20% upon the completion of the consultancy.

## VI. Qualifications

- *Academic Degree / Level & Years of Professional Work Experience:* MPA, or MA in Political Science, Law or similar, with a at least 12 years of experience in public sector reform and government services streamlining and simplification.
- *Languages:* Native-level English proficiency (oral and written).
- *Areas of Expertise:* Previous experience in similar projects, particularly related to the implementation of shared services solutions, change management and project management is critical.
- *Skills:* Excellent strategic leadership and management skills with analytical and strategic thinking; Excellent problem-solving skills; and excellent communication (both written and verbal) skills and relationship management. Proven track record of working effectively within multi-disciplinary teams. Experience undertaking multilateral funded projects would be a distinct advantage

## VII. Characteristics of the Consultancy

- Consultancy category and modality: Products and External Services Contractual, Lump Sum
- Contract duration: 10 months. Required Effort: 40 days.
- Place(s) of work: Place of residence of the consultant, including 3 trips of one week to Jamaica.
- Coordinator: Francesco De Simone ([francescod@iadb.org](mailto:francescod@iadb.org)) (IFD/ICS).

**Payment and Conditions:** Compensation will be determined in accordance with Bank's policies and procedures. In addition, candidates must be citizens of an IDB member country.

**Consanguinity:** Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the Bank as staff members or Complementary Workforce contractuales, will not be eligible to provide services for the Bank.

**Diversity:** The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, religion, and HIV/AIDs status. We encourage women, Afro-descendants and persons of indigenous origins to apply.

## **DEVELOPMENT OF JAMAICA'S DIGITAL GOVERNMENT AGENDA**

### **Support to the identification of key legislative and regulatory measures needed to accelerate the digitalization of Jamaica's public sector**

#### **TERMS OF REFERENCE**

#### **IV. BACKGROUND**

Jamaica is at a key juncture in its developing trajectory: while the macroeconomic outlook has been improving, the country still faces the significant challenges of making its public sector more efficient and effective, and to improve the quality of services delivered to citizens. For this to happen, the Jamaican Government has to: I) accelerate the process of modernization of the public sector, particularly by pushing forward reforms that go in the direction of adopting digital innovation in the delivery of public services to citizens; and II) promote the adoption of innovative approaches for the provision of police services, citizen security, and justice.

In October of 2017, Jamaica completed its second review under the International Monetary Fund Stand-By Arrangement. The final review document, while recognizing efforts made so far and an improvement in the overall macroeconomic outlook for the country, clearly outlines strengthening the efficiency of the public sector and improving the delivery of services to citizens as key pending challenges. The IDB country strategy with Jamaica highlights similar tasks ahead for the Jamaican government. It notes that the country needs to generate the conditions for growth and create new economic opportunities and identifies two main persistent constraints: I) the inefficiency of the public sector; and II) insecurity and crime. This Technical Cooperation project addresses these two constraints, with the ultimate goal of improving the delivery of services to citizens, by adopting innovative tools and strategies.

The IDB Country Strategy with Jamaica notes that a low adoption of digital tools “greatly affects public sector efficiency and hinders transparency and accountability.” Significantly, Jamaica ranks 109<sup>th</sup> out of 193 countries under the United Nations E-government Index. This in turn clearly affects the delivery of quality services to citizens in at least two ways. First, few government agencies have adopted digital tools for service delivery. Secondly, the overall public sector remains inefficient, with a significant amount of resources devoted to wages, and limited resources freed up to improve the quality of services to citizens. This project addresses these issues by accelerating the process of modernization of the public sector, and particularly by pushing forward the adoption of innovative digital tools for the delivery of public services to citizens

The Bank is already supporting Jamaica in this area through Loan Operations JA-L1072, which supports the establishment of a new National Identification System (NIDS); and JA-L1046, JA-L1073 and JA-L1078 which support the transformation of the Jamaican public sector. Most of these projects were approved in 2017. This TC will support work that will either complement or lay the ground for and provide inputs needed for the beginning of these loan operations. Particularly the project will support the digitalization and simplification of key public services, for which projects JA-L1072 and JA-L1074 represent necessary pre-conditions.

In line with its objectives technical assistance project JA-T1156 supports the adoption of innovative solutions to improve the efficiency of the Jamaican public sector and particularly the quality of citizen services. More specifically, this activity aims to support the identification of key legislative and regulatory measures needed to accelerate the digitalization of Jamaica's public sector; and

## **II. Objective**

The objective of the consultancy is to provide Technical Assistance to the Government of Jamaica for the identification of key legislative and regulatory measures needed to accelerate the digitalization of Jamaica's public sector. The consultancy is the necessary complement to a series of other activities included in the same technical cooperation, and needed to ensure that any measures adopted by GoJ agencies to simplify and digitize the public sector count with the appropriate legal and regulatory backing.

## **III. Activities**

In order to assist the Government of Jamaica in attaining the objectives of the technical assistance, the consultant will carry out, among others, the following activities:

- i. Prepare and agree with the GoJ and the IDB a work plan for the execution of the consultancy, including the objective, scope methodology and timeframe.
- ii. With guidance from the GoJ, conduct a comprehensive review of laws and regulations that are to be affected by other activities part of this TC, including, but not limited to, those focusing on shared services, digitalization and simplification of public services and other as applicable.
- iii. Prepare a detailed document with proposed legal and regulatory changes needed, as per II, above.

## **IV. Products**

The consultant will deliver as a result of his/her professional services, the following products:

- i. Work plan for the execution of the consultancy, including the objective, methodology, scope, and timeframe.
- ii. A preliminary report describing the findings from the legal and regulatory review.
- iii. A final document detailing proposed legal and regulatory changes needed to ensure the adequate implementation of public sector reforms, as per activity III.

## **V. Payment Schedule**

- 20% upon contract signature and delivery of the Work Plan
- 40% upon the delivery and approval of products under (ii), above.
- 40% upon the delivery and approval of the final delivery of products under (iii), above.

## **VI. Qualifications**

- *Academic Degree / Level & Years of Professional Work Experience: Law Degree*, with a strong focus on public sector administration and at least 10 years of experience in the design or re-design of government administrative processes from a legal and regulatory standpoint.

- *Languages:* Native-level English proficiency (oral and written).
- *Areas of Expertise:* Previous experience in similar projects, particularly the design or re-design of government regulation and laws necessary for the implementation of new ICT system, digitalization, simplified administrative procedures and other public sector reform efforts. Deep understanding of the legal implications of public sector reform, particularly in Jamaica.
- *Skills:* Excellent strategic leadership and management skills with analytical and strategic thinking; Excellent problem-solving skills; and excellent communication (both written and verbal) skills and relationship management. Proven track record of working effectively within multi-disciplinary teams. Experience undertaking multilateral funded projects would be a distinct advantage

## VII. Characteristics of the Consultancy

- Consultancy category and modality: Products and External Services Contractual, Lump Sum
- Contract duration: 6 months. Required Effort: 35 days.
- Place(s) of work: Place of residence of the consultant, including 3 trips of one week to Jamaica.
- Coordinator: Francesco De Simone ([francescod@iadb.org](mailto:francescod@iadb.org)) (IFD/ICS).

**Payment and Conditions:** Compensation will be determined in accordance with Bank's policies and procedures. In addition, candidates must be citizens of an IDB member country.

**Consanguinity:** Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the Bank as staff members or Complementary Workforce contractuels, will not be eligible to provide services for the Bank.

**Diversity:** The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, religion, and HIV/AIDs status. We encourage women, Afro-descendants and persons of indigenous origins to apply.

**JA-T1156**

**IFD/ICS**

## **DEVELOPMENT OF JAMAICA'S DIGITAL GOVERNMENT AGENDA**

**Support to the preparation of a new security strategy for Jamaica, particularly with an emphasis on innovative strategies and international best practices;**

### **TERMS OF REFERENCE**

#### **V. BACKGROUND**

Jamaica is at a key juncture in its developing trajectory: while the macroeconomic outlook has been improving, the country still faces the significant challenges of making its public sector more efficient and effective, and to improve the quality of services delivered to citizens. For this to happen, the Jamaican Government has to: I) accelerate the process of modernization of the public sector, particularly by pushing forward reforms that go in the direction of adopting digital innovation in the delivery of public services to citizens; and II) promote the adoption of innovative approaches for the provision of police services, citizen security, and justice.

In October of 2017, Jamaica completed its second review under the International Monetary Fund Stand-By Arrangement. The final review document, while recognizing efforts made so far and an improvement in the overall macroeconomic outlook for the country, clearly outlines strengthening the efficiency of the public sector and improving the delivery of services to citizens as key pending challenges. The IDB country strategy with Jamaica highlights similar tasks ahead for the Jamaican government. It notes that the country needs to generate the conditions for growth and create new economic opportunities and identifies two main persistent constraints: I) the inefficiency of the public sector; and II) insecurity and crime. This Technical Cooperation project addresses these two constraints, with the ultimate goal of improving the delivery of services to citizens, by adopting innovative tools and strategies.

Jamaica has the highest homicide rate in the Caribbean and one of the highest in the world. The homicide rate increased sharply in 2015 after several years of decline, and experienced another spike at the beginning of 2018. The Government's efforts in relation to crime span a broad range of areas. The low clear-up rate of murders by the police demonstrate high levels of inefficiency. In turn, as highlighted in both the IDB Country Strategy with Jamaica and Jamaica's Stand-by Agreement with the IMF, crime has an impact on both private sector productivity and public sector efficiency, as fighting insecurity takes up a significant share of both private and public sector resources, and discourages investment. A recent IDB study on the cost of crime in LAC further validates this point.

The Bank has been supporting Jamaica in this area with loan operations JA-L1043, phase III of the Citizen Security and Justice Program, and JA-L1074, the Security Strengthening Program. JA-L1043 supports particularly activities related violence prevention and justice, while project JA-1074 focuses specifically on supporting the improvement in the efficiency of the Jamaican police (Jamaica Constabulary Force or JCF). Nevertheless, neither loan tackles the issue of a broader crime reduction strategy and institutional strengthening, a point that has been raised clearly in the Jamaican press and political debate. Particularly following the recent spike in crime that started in January 2018, and the establishment of the state of



emergency in certain Jamaican parishes, several stakeholders have raised emphatically the issue of the need for an innovative and comprehensive crime reduction strategy in the country.

Technical assistance project JA-T1156 supports innovative approaches to citizen security and justice, particularly through the adoption of a comprehensive security strategy for the Government of Jamaica, as well as to support two specific activities, to be determined following the adoption of the strategy, necessary for its implementation. Activities to be supported will be selected among those that are the most innovative and that rely on the use of new ICT tools.

In this context, this specific consultancy aims at supporting the preparation of a new security strategy for Jamaica, particularly with an emphasis on innovative strategies and international best practices.

## **II. Objective**

The objective of the consultancy is to provide Technical Assistance to the Government of Jamaica for the preparation of a new security strategy for Jamaica, particularly with an emphasis on innovative strategies and international best practices; the purpose is to fill a major gap in the GoJ's current citizen security framework, and help ensure a more strategic and comprehensive approach to crime and insecurity.

## **III. Activities**

In order to assist the Government of Jamaica in attaining the objectives of the technical assistance, the consultant will carry out, among others, the following activities:

- I. Prepare and agree with the GoJ and the IDB a work plan for the execution of the consultancy, including the objective, scope methodology and timeframe.
- II. Conduct a comprehensive document review, to cover all the most recent strategic documents and initiatives taken by the GoJ, to implement its citizen security and anti-crime effort.
- III. Conduct interviews to relevant stakeholders and experts, in consultation with GoJ, including all relevant government officials, representatives of think tanks and academia, as well as NGOs and international organizations present in Jamaica.
- IV. Prepare a best practices document detailing possible, alternative strategic approaches, particularly those applicable to countries with socio-economic contexts similar to Jamaica, as well as on the most innovative and effective strategies worldwide.
- V. Prepare a preliminary report detailing the proposed elements of the new security strategy.
- VI. Validate the proposed strategy with key stakeholders, and make necessary adjustments.
- VII. Prepare a final report for the GoJ, detailing the proposed elements of a future security strategy.

## **IV. Products**

The consultant will deliver as a result of his/her professional services, the following products:

- I. Work plan for the execution of the consultancy, including the objective, methodology, scope, and timeframe.
- II. A preliminary report describing the findings from the document review and interviews.
- III. A best practices document.
- IV. A first draft proposed strategy.
- V. A final proposed strategy.

## V. Payment Schedule

- 20% upon contract signature and delivery of the Work Plan
- 20% upon the delivery and approval of products under (ii) and (iii), above.
- 30% upon the delivery and approval of the final product under (iv), above.
- 30% upon completion of the consultancy.

## VI. Qualifications

- *Academic Degree / Level & Years of Professional Work Experience:* Law degree or MA in security studies, criminal justice or similar. At least 15 years of experience in law enforcement and citizen security policies, particularly with a focus on high-level strategic approaches and inter-institutional coordination.
- *Languages:* Native-level English proficiency (oral and written).
- *Areas of Expertise:* Previous experience the design of policing or security strategies is required. Experience in law enforcement, criminal justice, security policy and other similar areas.
- *Skills:* Excellent strategic leadership and management skills with analytical and strategic thinking; Excellent problem-solving skills; and excellent communication (both written and verbal) skills and relationship management. Proven track record of working effectively within multi-disciplinary teams. Experience undertaking multilateral funded projects would be a distinct advantage

## VII. Characteristics of the Consultancy

- Consultancy category and modality: Products and External Services Contractual, Lump Sum
- Contract duration: 10 months. Required Effort: 45 days.
- Place(s) of work: Place of residence of the consultant, including 3 trips of one week to Jamaica.
- Coordinator: Francesco De Simone ([francescod@iadb.org](mailto:francescod@iadb.org)) (IFD/ICS).

**Payment and Conditions:** Compensation will be determined in accordance with Bank's policies and procedures. In addition, candidates must be citizens of an IDB member country.

**Consanguinity:** Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the Bank as staff members or Complementary Workforce contractuales, will not be eligible to provide services for the Bank.

**Diversity:** The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, religion, and HIV/AIDs status. We encourage women, Afro-descendants and persons of indigenous origins to apply.

**JA-T1156**

**IFD/ICS**

## **DEVELOPMENT OF JAMAICA'S DIGITAL GOVERNMENT AGENDA**

### **Consultancy to design a framework for an impact evaluation of the new Jamaica citizen security strategy and related citizen security initiatives**

#### **TERMS OF REFERENCE**

#### **VI. BACKGROUND**

Jamaica is at a key juncture in its developing trajectory: while the macroeconomic outlook has been improving, the country still faces the significant challenges of making its public sector more efficient and effective, and to improve the quality of services delivered to citizens. For this to happen, the Jamaican Government has to: I) accelerate the process of modernization of the public sector, particularly by pushing forward reforms that go in the direction of adopting digital innovation in the delivery of public services to citizens; and II) promote the adoption of innovative approaches for the provision of police services, citizen security, and justice.

In October of 2017, Jamaica completed its second review under the International Monetary Fund Stand-By Arrangement. The final review document, while recognizing efforts made so far and an improvement in the overall macroeconomic outlook for the country, clearly outlines strengthening the efficiency of the public sector and improving the delivery of services to citizens as key pending challenges. The IDB country strategy with Jamaica highlights similar tasks ahead for the Jamaican government. It notes that the country needs to generate the conditions for growth and create new economic opportunities and identifies two main persistent constraints: I) the inefficiency of the public sector; and II) insecurity and crime. This Technical Cooperation project addresses these two constraints, with the ultimate goal of improving the delivery of services to citizens, by adopting innovative tools and strategies.

Jamaica has the highest homicide rate in the Caribbean and one of the highest in the world. The homicide rate increased sharply in 2015 after several years of decline, and experienced another spike at the beginning of 2018. The Government's efforts in relation to crime span a broad range of areas. The low clear-up rate of murders by the police demonstrate high levels of inefficiency. In turn, as highlighted in both the IDB Country Strategy with Jamaica and Jamaica's Stand-by Agreement with the IMF, crime has an impact on both private sector productivity and public sector efficiency, as fighting insecurity takes up a significant share of both private and public sector resources, and discourages investment. A recent IDB study on the cost of crime in LAC further validates this point.

The Bank has been supporting Jamaica in this area with loan operations JA-L1043, phase III of the Citizen Security and Justice Program, and JA-L1074, the Security Strengthening Program. JA-L1043 supports particularly activities related violence prevention and justice, while project JA-1074 focuses specifically on supporting the improvement in the efficiency of the Jamaican police (Jamaica Constabulary Force or JCF). Nevertheless, neither loan tackles the issue of a broader crime reduction strategy and institutional strengthening, a point that has been raised clearly in the Jamaican press and political debate. Particularly following the recent spike in crime that started in January 2018, and the establishment of the state of

emergency in certain Jamaican parishes, several stakeholders have raised emphatically the issue of the need for an innovative and comprehensive crime reduction strategy in the country.

Technical assistance project JA-T1156 supports innovative approaches to citizen security and justice, particularly through the adoption of a comprehensive security strategy for the Government of Jamaica, as well as to support two specific activities, to be determined following the adoption of the strategy, necessary for its implementation. Activities to be supported will be selected among those that are the most innovative and that rely on the use of new ICT tools.

In this context, this specific consultancy aims at supporting the design of a framework for an impact evaluation of the new Jamaica citizen security strategy and related citizen security initiatives.

## **II. Objective**

The objective of the consultancy is to provide Technical Assistance to the Government of Jamaica for the design of a framework for an impact evaluation of the strategy and related citizen security initiatives.

## **III. Activities**

In order to assist the Government of Jamaica in attaining the objectives of the technical assistance, the consultant will carry out, among others, the following activities:

- I. Prepare and agree with the GoJ and the IDB a work plan for the execution of the consultancy, including the objective, scope methodology and timeframe.
- II. Review existing literature on impact evaluation of anti-crime strategies.
- III. Conduct a workshop with key stakeholders to explore possible approaches to an evaluation.
- IV. Define the general proposed framework and methodology for the evaluation.
- V. Support the GoJ and the IDB in ensuring that the strategy incorporates all the adequate elements to ensure proper evaluability in the future, and that the systems are in place for data collection and monitoring.

## **IV. Products**

The consultant will deliver as a result of his/her professional services, the following products:

- I. Work plan for the execution of the consultancy, including the objective, methodology, scope, and timeframe.
- II. Literature review,
- III. Evaluation framework and methodology.
- IV. Final consultancy report.

## **V. Payment Schedule**

- 20% upon contract signature and delivery of the Work Plan
- 40% upon the delivery and approval of products under (ii) and (iii), above.
- 40% upon completion of the consultancy.

## VI. Qualifications

- *Academic Degree / Level & Years of Professional Work Experience:* MA (PhD preferable) in economics, econometrics, statistics or similar, with a strong focus on impact evaluations and quantitative methodologies.
- *Languages:* Native-level English proficiency (oral and written).
- *Areas of Expertise:* Previous experience in impact evaluations focusing specifically on crime prevention, policing strategies and similar.
- *Skills:* Excellent strategic leadership and management skills with analytical and strategic thinking; Excellent problem-solving skills; and excellent communication (both written and verbal) skills and relationship management. Proven track record of working effectively within multi-disciplinary teams. Experience undertaking multilateral funded projects would be a distinct advantage

## VII. Characteristics of the Consultancy

- Consultancy category and modality: Products and External Services Contractual, Lump Sum
- Contract duration: 12 months. Required Effort: 30 days.
- Place(s) of work: Place of residence of the consultant, including 3 trips of one week to Jamaica.
- Coordinator: Francesco De Simone ([francescod@iadb.org](mailto:francescod@iadb.org)) (IFD/ICS).

**Payment and Conditions:** Compensation will be determined in accordance with Bank's policies and procedures. In addition, candidates must be citizens of an IDB member country.

**Consanguinity:** Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the Bank as staff members or Complementary Workforce contractuels, will not be eligible to provide services for the Bank.

**Diversity:** The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, religion, and HIV/AIDs status. We encourage women, Afro-descendants and persons of indigenous origins to apply.

PROCUREMENT PLAN FOR IDB-EXECUTED OPERATIONS														
Country: JAMAICA						Executing Agency: IDB						UDR:		
Project number: JA-T1156					Project name: Development of Jamaica's Digital Government Agenda									
Period covered by the Plan: 24 months					Total Project Amount: \$ 300,000									
Component	Procurement Type (1) (2)	Service type (1) (2)	Description	Estimated contract cost (US\$)	Selection Method (2)	Type of Contract	Source of Financing and Percentage				Estimated date of the procurement notice	Estimated contract start date	Estimated contract length	Comments
							IDB/MIF		Other External Donor					
							Amount	%	Amount	%				
Component 1	A. Consulting services	Consulting Firm (GN-2765)	Consulting services for the digitization of administrative processes.	\$ 50,000	SCS	Framework Agreement	\$ 50,000	100%						
Component 1	A. Consulting services	Individual Consultant (AM-650)	Diagnostics and assessments for the digitalization of key government services	\$ 20,000	ICQ	Lump Sum	\$ 20,000	100%						
Component 1	A. Consulting services	Consulting Firm (GN-2765)	Technical support to the implementation of the Human Capital Management Enterprise System	\$ 15,000	SCS	Framework Agreement	\$ 15,000	100%						
Component 1	A. Consulting services	Individual Consultant (AM-650)	Design and implementation of shared government services	\$ 35,000	ICQ	Lump Sum	\$ 35,000	100%						
Component 1	A. Consulting services	Individual Consultant (AM-650)	Design of Regulatory Frameworks to accelerate Public Sector digitization	\$ 25,000	ICQ	Lump Sum	\$ 25,000	100%						
Component 1	A. Consulting services	Individual Consultant (AM-650)	Diagnose and assess measures needed to improve transparency and efficiency in the public sector through technology	\$ 15,000	ICQ	Lump Sum	\$ 15,000	100%						
Component 2	A. Consulting services	Individual Consultant (AM-650)	Preparation of the new Citizen Security strategy	\$ 25,000	ICQ	Lump Sum	\$ 25,000	100%						
Component 2	A. Consulting services	Individual Consultant (AM-650)	Workshop to socialize and validate the proposed strategy	\$ 10,000	ICQ	Lump Sum	\$ 10,000	100%						
Component 2	A. Consulting services	Individual Consultant (AM-650)	Impact evaluation for the new strategy	\$ 25,000	ICQ	Lump Sum	\$ 25,000	100%						
Component 2	A. Consulting services	Consulting Firm (GN-2765)	Pilot implementation of three activities under the new strategy	\$ 60,000	ICQ	Lump Sum	\$ 60,000	100%						
Component 3	A. Consulting services	Consulting Firm (GN-2765)	Design and implement two communication and dissemination strategies	\$ 20,000	ICQ	Lump Sum	\$ 20,000	100%						
Prepared by:			TOTALS	\$ 300,000			\$ 300,000	100%	\$ -	0%				

(1) Grouping together of similar procurement is recommended, such as publications, travel, etc. If there are a number of similar individual contracts to be executed at different times, they can be grouped together under a single heading with an explanation in the comments column indicating the average individual amount and the period during which the contract would be executed. For example: an export promotion project that includes travel to participate in fairs would have an item called "airfare for fairs", an estimated total value of US\$5,000, and an explanation in the Comments column: "This is for approximately four different airfares to participate in fairs in the region in years X and X1".

(2) (i) Individual consultants: ICQ: Individual Consultant Selection Based on Qualifications; SSS: Single Source Selection. Selection process to be done in accordance with AM-650.

(2) (ii) Consulting firms: Per GN-2765-1, Consulting Firm selection methods for Bank-executed Operations are: Single Source Selection (SSS); Simplified Competitive Selection ( $\leq 250K$ ) (SCS); Fully Competitive ( $>250K$ ) (FCS); and Framework Agreement Task Order (TO). All Consulting Firm selection processes under this policy must use the electronic module in Convergence.

(2) (iii) Goods: Per GN-2765-1, par. A.2.2.c: "The procurement of goods and related services, except when such goods and related services are necessary to achieve the objectives of the Bank-executed Operational Work and are included in the consulting services contract and represent less than ten percent (10%) of the consulting services contract value."

## DEVELOPMENT OF JAMAICA'S DIGITAL GOVERNMENT AGENDA

JA-T1156

### CERTIFICATION

I hereby certify that this operation was approved for financing under the **Ordinary Capital Strategic Development Program for Institutions (INS)** through a communication dated May 22, 2018 and signed by Kai Hertz. Also, I certify that resources from said fund are available for up to **US\$300,000** in order to finance the activities described and budgeted in this document. This certification reserves resource for the referenced project for a period of four (4) calendar months counted from the date of eligibility from the funding source. If the project is not approved by the IDB within that period, the reserve of resources will be cancelled, except in the case a new certification is granted. The commitment and disbursement of these resources shall be made only by the Bank in US dollars. The same currency shall be used to stipulate the remuneration and payments to consultants, except in the case of local consultants working in their own borrowing member country who shall have their remuneration defined and paid in the currency of such country. No resources of the Fund shall be made available to cover amounts greater than the amount certified herein above for the implementation of this operation. Amounts greater than the certified amount may arise from commitments on contracts denominated in a currency other than the Fund currency, resulting in currency exchange rate differences, representing a risk that will not be absorbed by the Fund.

Certified by:

**(Original Signed)**

**06/26/2018**

\_\_\_\_\_  
Sonia M. Rivera  
Chief

\_\_\_\_\_  
Date

Grants and Co-Financing Management Unit  
ORP/GCM

Approved by:

**(Original Signed)**

**07/26/2018**

\_\_\_\_\_  
Carlos Santiso  
Division Chief

\_\_\_\_\_  
Date

Innovation in Citizen Services Division  
IFD/ICS