

INSTITUTIONAL STRENGTHENING OF THE OFFICE OF THE PRIME MINISTER

JA-T1145

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 March 3, 2017 and signed by Kai Hertz (ORP/GCM). Also, I certify that resources from said fund are available for up to **US\$180,000** in order to finance the activities described and budgeted in this document. This certification reserves resource for the referenced project for a period of six (6) 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, represent a risk that will not be absorbed by the Fund.

Original Signed

Sonia M. Rivera
Chief

Grants and Co-Financing Management Unit
ORP/GCM

June 6, 2017
Date

Original Signed

Approved: _____

Carlos Santiso
Division Chief
Institutional Capacity of State Division
IFD/ICS

June 9, 2017
Date

TC Document

I. Basic Information for TC

| | |
|---|--|
| ▪ Country/Region: | Jamaica |
| ▪ TC Name: | Institutional Strengthening of the Office of the Prime Minister |
| ▪ TC Number: | JA-T1145 |
| ▪ Team Leader/Members: | Mariano Lafuente, Team Leader; Camila Mejia Giraldo, Alternate Team Leader; Evelyn Molina, Javier Reyes, Arturo Munte, Nathalie Hoffman, (IFD/ICS); Waldo Andres Tapia, Fernando Pavon, Lucia Madrigal (SCL/LMK); Gerardo Reyes-Tagle (IFD/FMM); Brodrick Watson (CCB/CJA); Taos Aliouat (LEG/SGO) |
| ▪ Indicate if: Operational Support, Client Support, or Research & Dissemination | Operational Support |
| ▪ If Operational Support TC, give number and name of Operation Supported by the TC: | Support to the Public Sector Transformation Programme (JA-L1073) - Preparation |
| ▪ Date of TC Abstract authorization: | February 28th, 2017 |
| ▪ Beneficiary: | Office of the Prime Minister |
| ▪ Executing Agency and contact name: | Inter-American Development Bank |
| ▪ Donors providing funding: | Ordinary Capital Strategic Development Program for Institutions (INS) |
| ▪ IDB Funding Requested: | US\$180.000 |
| ▪ Local counterpart funding, if any: | N/A |
| ▪ Disbursement period: | 24 months |
| ▪ Required start date: | June 1, 2017 |
| ▪ Types of consultants: | Individuals |
| ▪ Prepared by Unit: | Innovation in Citizen Services Division (IFD/ICS) |
| ▪ Unit of Disbursement Responsibility: | Institutions for Development (IFD) |
| ▪ TC Included in Country Strategy (y/n): | Yes |
| ▪ TC included in CPD (y/n): | Yes |
| ▪ Alignment to the Update to the Institutional Strategy 2010-2020: | Institutional capacity and rule of law |

II. Description of the Associated Loan

- 2.1 **The Government of Jamaica has requested the IDB the operation “Support to the Public Sector Transformation Programme” (JA-L1073). The total amount of this loan is US\$160 million.** The programme, structured under a hybrid modality, will support the Government of Jamaica (GoJ) to enhance the efficiency of Jamaica’s Public Sector.
- 2.2 **The main problem this program is aimed to address is the low quality of public services in Jamaica, in particular related to the low levels of citizen’s satisfaction as well as an inefficient and ineffective use of public funds leading to poor expenditure quality.** Among key issues contributing to low quality of public services are: (i) cumbersome processes to access public services; (ii) the underutilization or absence of information and communication technologies supporting and streamlining access to public services; (iii) a large workforce that lacks the required skills to perform

key government functions related to better delivery of services (an important share are comprised by administrative staff, which combined with public sector pay levels represents an important share of current expenditures); and (iv) a track record of weak capacity to implement public sector reforms.

2.3 The main objective of this program is to improve the delivery of public services in Jamaica through: (i) enhancing their perceived quality by users; and (ii) enhancing efficiency in public spending. To comply with this objective the program will be structured into two main components: (i) Policy-Based Loan (PBL); and (ii) Investment activities.

- i. **Investment component (US\$ 50 million):** This component will finance investment activities through the following three subcomponents:
 - a. **Enhancing quality of public services:** This subcomponent will finance:
(i) Modernization interventions in four prioritized MDAs¹ which will include process reengineering and information and communication technologies (ICT) investments to improve specific services; (ii) improving government connectivity; and (iii) retraining and upskilling of civil servants.
 - b. **Enhancing efficiency in public spending:** (i) expansion of the Human Capital Management Enterprise System (HCMES)²; (ii) Human Resource (HR) restructuring; and (iii) a compensation review.
 - c. **Institutional Strengthening for public sector transformation:** (i) strengthening the capacity of the Public Sector Transformation Implementation Team (PSTIT) within the Office of the Prime Minister (OPM) to manage the program; (ii) Project Management Offices at prioritized Ministries, Departments and Agencies (MDA); (iii) change management and communication strategies; and (iv) the Project Execution Unit (PEU).
- ii. **PBL Component (US\$ 110 million, with two tranches of US\$ 55 million each):** This component will support policy measures related to:
 - a. **Enhancing quality of public services:** (i) the approval and implementation of a National Identification and Registration Act; (ii) the approval and implementation of a new governance framework for Digital Government; (iii) the introduction of a customer service monitoring framework; and (iv) a Strategy for Administrative Simplification and Regulatory Reform to reduce red tape.
 - b. **Enhancing efficiency in public spending:** (i) the design and completion of an Early Retirement Program; (ii) the approval and implementation of the New Pension (Public Service) Act 2015; (iii) the strengthening of payroll management controls; (iv) the introduction of amendments to redundancy legislation to include public sector workers; (v) a policy on the Categorization and Rationalization of

¹ Ministry of Labor and Social Security, Ministry of Industry and Trade, Ministry of Education and the Passport, Immigration and Citizenship Agency (PICA). The criteria followed for the selection of these entities were the fact that these entities provide direct services to citizens and their readiness for implementation of public sector transformation activities.

² Jamaica's Public Sector Efficiency Programme (JA-L1046) is financing the implementation in 14 MDA.

Public Bodies, and Action Plan for the rationalization of public bodies; and (vi) the enactment of the Public Procurement Act.

- c. **Institutional Strengthening for public sector transformation:** (i) approval of a national policy on public sector transformation; and (ii) full implementation of a governance and implementation structure for the Public Sector Transformation Program.

- 2.4 **The expected results of this program will be:** (i) improvement in service delivery in prioritized MDA (reduction in waiting times and transaction costs); (ii) wage bill as a percentage of GDP decreases from 10% to 9% in a sustainable manner, and savings of up to 0.5% of GDP are obtained annually through public sector pensions reform; (iii) the share of front-line public servants (teachers, doctors, nurses, police officers) increases as a percentage of total public sector employment; and (iv) higher efficiency of public expenditures thanks to stronger procurement processes and better financial management controls. The beneficiaries of this program will be the citizens, the Government and the private sector in Jamaica.

III. Objectives and Justification of the TC

- 3.1 This Technical Cooperation (TC) will support the design and early implementation of measures and activities oriented to enhance the quality and efficiency of public services in Jamaica, within the government's Public Sector Transformation Programme. Its main objective is to strengthen the institutional capacity of OPM for the preparation and implementation of the Public Sector Transformation Programme.
- 3.2 This TC is needed since OPM does not have the necessary capacity to advance on the previous work required for the timely implementation of the programme's activities considering the deadlines established by the government for the Public Sector Transformation Programme. The TC is critical for the preparation of the loan operation JA-L1073.
- 3.3 This TC needs authorization outside the ERM of the associated loan (JA-L1073) due to the urgency to advance with the necessary activities to achieve a timely approval and implementation of the loan. In particular, the hiring of a project manager, procurement and financial management specialists (PEU); and the preparation of the programme's operational manual.
- 3.4 "The proposed TC is closely aligned with the Country Strategy with Jamaica, which has public sector management as the first of its three priority areas. The TC is also consistent with the Update to the Institutional Strategy 2010-2020 (AB-3008) and is aligned with the cross-cutting theme of Institutional Capacity and the Rule of Law, since this TC intends to strengthen institutional capacity across the public sector. Finally, the TC builds on the activities of JA-L1046, under implementation, and is coordinated with the operation to modernize Jamaica's National Identification System (JA-L1072), under preparation".

IV. Description of activities/components and budget

- 4.1 **Component 1: Institutional Strengthening of OPM for Programme Implementation.** This component will finance: (i) the preparation of an operating manual of the programme's goals and activities; and (ii) the PEU (project manager, financial manager and procurement officer at full time basis, for 8 months).
- 4.2 The expected result of the component is to strengthen the institutional capacity of OPM to implement the Public Sector Transformation Programme (JA-L1073).

Indicative Budget

| Component | Description | IDB/Fund Funding | Counterpart Funding | Total Funding |
|--------------|------------------------------------|--------------------|---------------------|--------------------|
| Component 1 | Institutional Strengthening of OPM | US\$180.000 | - | US\$180.000 |
| Total | | US\$180.000 | - | US\$180.000 |

- 4.3 **Supervision, Monitoring and evaluation reports.** The TC will be supervised by a sectoral specialist (based in Washington) who is also the leader of the related loan, and a focal point of the division in the representation of Jamaica who is the alternate team leader of the loan. The TC will be monitored and evaluated according to the requirements of the Bank and through the Results Matrix (seen Annex II).

V. Executing agency and execution structure

- 5.1 At the request of the Government of Jamaica, the executing agency will be the Bank through the Innovation in Citizen Services Division (IFD/ICS). This request is justified by the fact that Bank execution will allow a more dynamic implementation of the activities, in line with the associated loan's timeline. The lengthy procurement processes within the government, the limited knowledge of Bank's procurement rules and the current lack of technical capacity at OPM would be an impediment to achieve the objectives of the TC, which would jeopardize the on-time approval of the loan.
- 5.2 The TC will be implemented in coordination with OPM, which will be the executing agency of the loan under preparation. The sequence of the activities to be financed will be established by OPM, which will communicate this to the Bank in the context of permanent dialogue for project preparation. The activities to be carried out will be consultancy services, specifically individual consultants, in technical matters in which IFD/ICS has extensive experience and knowledge.
- 5.3 The Bank through IFD/ICS will contract individual consultants in accordance with current Bank procurement policies and procedures (AM-650 for individual consultants and GN-2765-1 for consulting firms). The initial procurement plan provides information on the contracts envisaged and their applicable monitoring and contracting methods for each.

VI. Major issues

- 6.1 The main risks identified are: (i) the weak coordination between Government entities to implement a comprehensive public sector reform; and (ii) low institutional capacity

of the Government to implement public sector reform programmes that involve multiple Government entities. To mitigate these risks, this TC will: (i) strengthen OPM's capacity to design and plan the implementation of activities through the establishment of the project execution unit that will manage and coordinate public sector reform activities; and (ii) support the preparation of the operational manual that will define the roles and responsibilities of all stakeholders involved in the Public Sector Transformation Programme.

VII. Exceptions to Bank policy

- 7.1 This TC does not address any exceptions to Bank policy.

VIII. Environmental and Social Strategy

- 8.1 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:

- [Request from the client](#)
- [Results Matrix](#)
- [Terms of Reference for activities/components to be procured](#)
- [Procurement Plan](#)



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

Telephone No. 92-28600-16
Website: <http://www.mof.gov.jm>
Email: info@mof.gov.jm

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

March 30, 2017

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

Dear Mrs. Turner Jones,

**Re: TECHNICAL COOPERATION SUPPORT FOR THE PREPARATION OF JAMAICA'S
PUBLIC SECTOR TRANSFORMATION PROGRAMME**

The Government of Jamaica is committed to enhancing the efficiency and quality of its public services and in pursuit of this objective is currently in the process of designing and implementing a Public Sector Transformation Programme. Through this programme the Government is planning several measures to enhance the delivery of public services across the country. These include:

- (i) a targeted early retirement programme;
- (ii) further reviews of pay and employment across the public service; and
- (iii) functional and efficiency reviews to inform: the enhancement of internal processes to ensure the efficient and effective delivery of service; the creation of relevant staffing structures; and the identification of cost saving measures such as technology based solutions that facilitate reductions in costs.

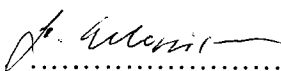
The early retirement programme, which is among the initial actions planned, requires the preparation of a detailed action plan that includes: the process for implementing the programme; the design of an appropriate incentive; and other activities relevant to the effective and efficient execution of the programme.

The Government has been working with a team from the Inter-American Development Bank (IDB) to prepare a project to support the overall Public Sector Transformation Programme for which loan financing has been requested from the IDB. The Public Sector Transformation Programme is being executed by the Office of the Prime Minister.

To support preparation of the loan financed project and related activities, the Government hereby request of the IDB a Technical Cooperation Grant valued at US\$180,000.00. It is proposed that the grant be executed by the IDB on behalf of the Government and be primarily directed at institutional strengthening of the Office of the Prime Minister in the areas of: (i) public sector efficiency; and (ii) improvement of priority public services for businesses and citizens.

The Ministry of Finance and the Public Service looks forward to an early positive response to this request.

Yours sincerely,


.....
Darlene Morrison
for Financial Secretary



Operation Number: JA-T1145
TCM Cycle: TCM Period 2017
Last Update: 5/26/2017

Inter-American Development Bank - IDB

Result Matrix

Outcomes

| | | | | | | | | | | |
|--|--|-----------------|----------|---------------|-----------------------|------|------|------|------|--|
| Outcome: | 1 Office of the Prime Minister's capacity strengthened to implement the Public Sector Transformation Program | | | | | | | | | |
| Indicators | Flags* | Unit of Measure | Baseline | Baseline Year | Means of verification | 2017 | 2018 | 2019 | EOP | |
| 1.1 Initial preconditions for program implementation completed | | Number | 0.00 | 2016 | numbers | P | 1.00 | | 1.00 | |
| | | | | | | P(a) | | | 0.00 | |
| | | | | | | A | | | | |

RF - Contribution

Outputs: Annual Physical and Financial Progress

| 1 Institutional strengthening of OPM for program implementation | | | | | | Physical Progress | | | | Financial Progress | | | | Theme | Flags |
|---|-------------------------------|-----------------|----------|---------------|-----------------------|-------------------|------|------|-----|--------------------|--------|-------|--------|---------------------------|-------|
| Outputs | Fund Indicator | Unit of Measure | Baseline | Baseline Year | Means of Verification | 2017 | 2018 | 2019 | EOP | 2017 | 2018 | 2019 | EOP | | |
| 1.1 Operational manuals developed | Other(INS) Operational Manual | Manuals (#) | 0 | 2016 | Manuals | P | | 1 | 1 | P | 10000 | | 10000 | Institutional Development | |
| | | | | | | P(a) | | | 0 | P(a) | | | 0 | | |
| | | | | | | A | | | | A | | | | | |
| 1.2 Project implementation unit established | Other(INS) PIU Established | PIUs (#) | 0 | 2016 | PIUs | P | | 1 | 1 | P | 110000 | 60000 | 170000 | Institutional Development | |
| | | | | | | P(a) | | | 0 | P(a) | | | 0 | | |
| | | | | | | A | | | | A | | | | | |

Other Cost

Total Cost

| | 2017 | 2018 | 2019 | Total Cost |
|------|------|--------------|-------------|--------------|
| P | | \$120,000.00 | \$60,000.00 | \$180,000.00 |
| P(a) | | | | |
| A | | | | |

Please note that the Overall Stage represents the stage of the operation at the time of this report’s publication, which might not necessarily match the stage of the operation during the PMR Cycle to which the report pertains.



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ANNEX A

Jamaica

IFD/ICS, IFD/FMM, SCL/LMK

Design of the Operational Manual for the operation “Support to the Public Sector Transformation Program (JA-L1073)”

TERMS OF REFERENCE

Background

Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.

The Government of Jamaica (GoJ) has requested the IDB the operation “Support to the Public Sector Transformation Programme” (JA-L1073). The total amount of this loan is US\$160 million. The programme, structured under a hybrid modality, will support the GoJ to enhance the efficiency of Jamaica’s Public Sector.

The main problem this program is aimed to address is the low quality of public services in Jamaica, in particular related to the low levels of citizen’s satisfaction as well as an inefficient and ineffective use of public funds leading to poor expenditure quality. Among key issues contributing to low quality of public services are: (i) cumbersome processes to access public services; (ii) the underutilization or absence of information and communication technologies supporting and streamlining access to public services; (iii) a large workforce lacking the skills required to perform key government functions related to better delivery of services - an important share are comprised by administrative staff-, which combined with public sector pay levels represents an important share of current expenditures; and (iv) a track record of weak capacity to implement public sector reforms

The main objective of this program is to improve the delivery of public services in Jamaica through: (i) enhancing their perceived quality by users; and (ii) enhancing efficiency in public spending.

GoJ has requested the IDB a technical cooperation to support the preparation of loan activities. This Technical Cooperation (TC) will support the design and early implementation of measures and activities oriented to enhance the quality and efficiency of public services in Jamaica, within the government’s Public Sector Transformation Programme. Its main objective is to strengthen the institutional capacity of OPM for the preparation and implementation of the Public Sector Transformation Programme.

The present consultancy is one of the activities to be financed with the TC.

Consultancy objective(s)

Prepare a document that will govern the activities of the program. The goal of this document is to contribute to the efficient and transparent execution of the program by describing the Program’s goals and activities, described in the introduction, and explaining the procedures by which those activities, should be carried out, and by whom.

Main activities/ key responsibilities

The selected candidate will be responsible, but not limited to, the following tasks:

- Review the actual institutional arrangements of the Executing Agency for the implementation of projects with international financing
- Interview stakeholders of the program
- Design procedures that will accomplish with the national and the IDB regulations applicable to this matter
- Discuss the proposal with all stakeholders
- Recommend the instrument to implement the operating manual
- Develop and finalize the operational manual

Products:

The selected candidate will deliver the following products:

- (1) Work plan for the consultancy, within five days of signing the contract
- (2) Draft Operational Manual, within 45 calendar days of signing the contract
- (3) Final version of the Operational Manual, incorporating comments from the Government and from the Bank, within 60 calendar days of signing the contract

The final document must include the following elements:

1. A description of the activities that will be financed under the Program;
 - A description of the eligible expenditures in concordance to the project document should be made.
 - Activity plans for each of the Program's subcomponents
 - Program cost tables
2. An explanation of the Program's organizational and institutional structure;
 - A organizational chart should be drafted, along with all applicable roles for each stakeholder in the execution of the project.
 - For each stakeholder should be described her/his responsibility in relation to the project activities as well as their formal authority.
 - A brief description how formal communications should flow among all of them is desirable.
3. A summary of specific procurement internal regulations which should include:
 - Together with a procurement calendar,
 - Reference to the applicable Bank's regulations, and
 - Chart of approval and control authority.
4. Description of the process and responsibilities of the stakeholders for the non-procurement activities: dismissal of public servants related eligible expenditures:
 - A list of the applicable legislation should be made,
 - A description of the process should be made,
 - A chart of the responsibilities for each stakeholder should be drafted,
 - A list of the control points and the necessary documentation for the disbursement request for the Bank should be drafted.

5. Financial and administrative guidelines which should include
 - Together with financial calendar,
 - Reference to the applicable Banks regulations, and
 - Chart of approval and control authority.
6. Monitoring and evaluation guidelines,
 - Reference to the monitoring and evaluation of the POD should be made.
7. Terms of Reference for the Project Execution Unit
8. Draft of a recommended agreement between the Executing Agency and the possible beneficiary institutions.

The executing agency will be the Office of the Prime Minister. This is the government body with the mandate over human resources management in the public sector, a main aspect of this operation, and which houses the Public Sector Transformation Implementation Team.

Payment Schedule

1. 20% upon delivery of product (1), Work plan for the consultancy acceptable to the Bank and OPM and then the payment
2. 20% upon delivery of product (2), Draft Operational Manual acceptable to the Bank and OPM and then the payment
3. 60% upon delivery of product (3), Final version of the Operational Manual, incorporating comments from the Government and from the Bank acceptable to the Bank and OPM and then the payment

Characteristics of the Consultancy

- Consultancy category and modality: Products and External Services Contractual, Lump Sum
- Contract duration: June 16, 2017 to June 15, 2018 (expected to require a full-time dedication, or the equivalent of 265 working days).
- Place(s) of work: Kingston, Jamaica
- Coordinator: Camila Mejia, Modernization of the State Specialist, camilam@iadb.org, + 1 (876) 764-0822

Qualification and experience

- *Academic Degree / Level & Years of Professional Work Experience:* Public Administration, Business Administration, Engineering, Law, Economics or similar degree. At least 5 years of experience in Project Management of loans from international organizations. Direct experience leading the preparation of recent Operational Manuals of IDB or World Bank projects in Jamaica or similar administrative contexts will be highly valued. Direct experience in Project Execution Units of IDB or World Bank projects in Jamaica or similar administrative contexts will also be valued.
- *Languages:* English mandatory. Spanish desirable.
- *Areas of Expertise:* Project Management; Public Management; Public Procurement; Public Financial Management
- *Skills:* Excellent oral and written communicational skills; solid interpersonal skills; team work.

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.

ANNEX A

Jamaica

IFD/ICS, IFD/FMM, SCL/LMK

Implementation planning and coordination support for the Project Execution Unit (PEU) of the operation “Support to the Public Sector Transformation Program (JA-L1073)”

TERMS OF REFERENCE

Background

Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.

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The present consultancy is one of the activities to be financed with the TC.

Consultancy objective(s)

Coordinate and provide guidance on all matters pertaining to the smooth administration and successful planning and implementation of the project “Support to the Public Sector Transformation Program” (JA-L1073).

Main activities/ key responsibilities

The primary responsibilities of the selected candidate will be to:

- Oversee and ensure that Program activities are being planned and performed adequately, on schedule and in accordance with contractual agreements including, the respective Loan Agreement, and the Program Operational Manual.
- Lead the development of detailed Annual Operating Plans, prior to the beginning of each fiscal year ensuring proper alignment of the budget and procurement projections.
- Provide leadership in the management of the PEU to enable efficiency and operating effectiveness by ensuring:
 - The development and implementation of a planning and reporting framework in keeping with the requirements of the executing agency and the Bank.
 - Robust internal Monitoring and Evaluation mechanism.
 - A risk management framework is in place with appropriate mitigating factors to minimize such risks.
 - Compliance with financial management practices and controls as required by the Bank and the Executing Agency.
 - Procurement practices of the project comply and are consistent with the Bank's guidelines and applicable GoJ procedures
 - Sound Human Resource (HR) practices are utilized in relation to the recruitment and welfare of staff in the Unit including the conduct of on-going staff performance evaluations and feedback.
 - Standard administrative and operating procedures are developed, documented and implemented as well as the conduct of periodic updates as necessary to include changes made in light of experience obtained during Program implementation
 - The establishment and maintenance of an efficient filing system (electronic and paper-based) to support the needs of the Program and for posterity.
 - Appropriate procedures are established and implemented for the inspection and monitoring of the work of consultants and contractors, so as to be able to certify that works and services are satisfactorily accomplished in compliance with the Terms of Reference or contract specifications and evaluate performance considering the different levels of responsibilities of the Program.
- Prepare and submit reports to the Office of the Prime Minister and /or Bank including:
 - Progress to date
 - Issues encountered
 - Assistance / Intervention required
 - Financial update re budget and explanation for variances
 - Recommendations
 - Evaluation of supervisees
- Lead the contracting of the Program's External Auditors; ensure that adequate arrangements are made to facilitate the conduct of audits (internal and external) and that recommendations arising from them are appropriately reviewed and acted upon.
- Liaise and coordinate activities with the stakeholders and or implementing Agencies for the implementation of various elements of the Program, (where applicable) and represent the interests of the PEU.
- Coordinate the preparation of Terms of Reference and the recruitment of consultants/contractors or suppliers to carry out Program activities.

- Monitor the deliverables of consulting services (individuals & firms) and provide the necessary feedback on a timely basis; submit appropriate written comments and recommendation to the Executing Agency and the Bank where required
- Conduct periodic field and monitoring visits (where applicable) to assess effectiveness of implementation of various activities of the Program
- Oversee monitoring and evaluation activities paying close attention to critical milestones and key deliverables and initiate appropriate and timely risk management strategy where necessary to identify and mitigate constraints and potential bottlenecks to the Program; keep the Executing Agency and the Bank informed of any mitigating circumstances and propose remedies.
- Lead and/or oversee the preparation of reports, for submission to the Bank and other stakeholders as required including inter alia: (List reports) and lead the PEU team in presenting such reports.
- Direct the preparation for, and hosting of, key Program events such as:
 - Periodic portfolio review meetings between the Bank and the government
 - Supervision missions and program monitoring meetings (led by the Bank)
 - Inspection visits by the Bank to supervise the financial management and procurement operations including conducting of ex-post reviews
 - Mid-term evaluation
 - Final evaluation
 - The Project Completion Report (PCR).
 - joint review missions by the Bank and other funding and/or supervising and implementation agencies as required

Products:

The selected candidate will deliver the following products:

- (1) Detailed work plan for the period July 2017- December 2017, within 5 days after signature of the contract
- (2) Draft Annual Operational Plan for the period January 2018-March 2018, as of September 5th, 2017
- (3) Progress report for the period July 2017-September 2017, as of October 5th, 2017
- (4) Comments to the draft operational manual for the operation, as of November 5th, 2017
- (5) Progress report for the period October 2017-December 2017, as of January 5th, 2018
- (6) Annual Operational Plan for the period April 2018-March 2019, as of February 5th, 2018
- (7) Progress report for the period January 2018-March 2018, as of April 5th, 2018
- (8) Progress report for the period April 2018-May 2018, as of June 5th, 2018.

Payment Schedule

1. 10% upon delivery of product (1), acceptable to the Bank and OPM
2. 10% upon delivery of product (2), acceptable to the Bank and OPM
3. 10% upon delivery of product (3), acceptable to the Bank and OPM
4. 15% upon delivery of product (4), acceptable to the Bank and OPM
5. 10% upon delivery of product (5), acceptable to the Bank and OPM
6. 15% upon delivery of product (6), acceptable to the Bank and OPM
7. 10% upon delivery of product (7), acceptable to the Bank and OPM
8. 10% upon delivery of product (8), acceptable to the Bank and OPM

Characteristics of the Consultancy

- Consultancy category and modality: Products and External Services Contractual, Lump Sum
- Contract duration: June 16, 2017 to February 15, 2018 (expected to require a full-time dedication) .
- Place(s) of work: Kingston, Jamaica
- Coordinator: Camila Mejia, Modernization of the State Specialist, camilam@iadb.org, + 1 (876) 764-0822

Qualification and experience

- *Academic Degree / Level & Years of Professional Work Experience:* Post-graduate degree or certification in Business Administration, Public Administration, Economics, Development Studies, or any other relevant field. Training in Project Management. Minimum of seven (7) years analyzing program performance problems and working on projects in policy, sectoral, institutional, or systems development in the public sector.
- *Languages:* English mandatory. Spanish desirable.
- *Areas of Expertise:* Project Management; Public Management
- *Skills:* Excellent oral and written communicational skills; solid interpersonal skills; team work.

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.

ANNEX A

Kingston, Jamaica

IFD/ICS, IFD/FMM, SCL/LMK

Procurement specialist for the project execution unit of the operation “Support to the Public Sector Transformation Program” (JA-L1073)

TERMS OF REFERENCE

Background

Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.

The Government of Jamaica (GoJ) has requested the IDB the operation “Support to the Public Sector Transformation Programme” (JA-L1073). The total amount of this loan is US\$160 million. The programme, structured under a hybrid modality, will support the GoJ to enhance the efficiency of Jamaica’s Public Sector.

The main problem this program is aimed to address is the low quality of public services in Jamaica, in particular related to the low levels of citizen’s satisfaction as well as an inefficient and ineffective use of public funds leading to poor expenditure quality. Among key issues contributing to low quality of public services are: (i) cumbersome processes to access public services; (ii) the underutilization or absence of information and communication technologies supporting and streamlining access to public services; (iii) a large workforce lacking the skills required to perform key government functions related to better delivery of services -an important share are comprised by administrative staff-, which combined with public sector pay levels represents an important share of current expenditures; and (iv) a track record of weak capacity to implement public sector reforms

The main objective of this program is to improve the delivery of public services in Jamaica through: (i) enhancing their perceived quality by users; and (ii) enhancing efficiency in public spending.

GoJ has requested the IDB a technical cooperation to support the preparation of loan activities. This Technical Cooperation (TC) will support the design and early implementation of measures and activities oriented to enhance the quality and efficiency of public services in Jamaica, within the government’s Public Sector Transformation Programme. Its main objective is to strengthen the institutional capacity of OPM for the preparation and implementation of the Public Sector Transformation Programme.

The present consultancy is one of the activities to be financed with the TC.

Consultancy objective(s)

The objective of this consultancy is to provide procurement specialist services to the PEU of the operation “Support to the Public Sector Transformation Programme (JA-L1073) in accordance with the Government of Jamaica (GoJ) procurement guidelines, the provisions of

the JA-L1073 Support to the Public Sector Transformation Program and the Bank's procurement rules and procedures.

Main activities/ key responsibilities

The primary responsibilities of the selected candidate will be to:

- Administer/support the bidding, evaluation and selection process for the procurement of goods and services including:
 - Preparing Expressions of Interest, procurement notices and bidding documents;
 - Liaising with required authorities for advertising and preparing appropriate documents to be placed on the Bank's website as well as on any other sites, as required.
 - Serving as main point of contact for bidders
 - Facilitating the evaluation exercise ensuring compliance with the procurement guidelines and timely conclusion to the process
 - Facilitating contract negotiations and preparation of contracts
 - Preparing requests for the Bank's No-Objection to proposed changes made in procurement of any goods or services ensuring that all required and approved procurement documentation is included.
 - Providing technical support as necessary to ensure speedy and timely completion of the contracting process.
 - Maintaining record of the process in compliance with procurement guidelines
- Participate in the preparation of the PEU's Annual Operational Plan through preparing and updating of the Annual Procurement Plan.
- Maintain an up-to-date registry of consultants hired and goods and service purchased under the Project.
- Monitor executed contracts through contract completion, liaising with Project Managers (where applicable) and the Financial Specialist to ensure payments/disbursements are made according to contract and the preparation of monthly and annual disbursement projections and payments are accurate.
- Maintain appropriate files of procurement functions and provide information as needed by the Executing Agency, Office of the Prime Minister and the Bank.
- Participate in the preparation and maintenance of the Program Operational Manual taking responsibility for the Procurement section ensuring it is in alignment with the Procurement guidelines of the Bank.
- Assist with preparing reports and other documents required from the PEU as well as preparing for, and participating, in project events as required.
- Execute other tasks and special assignments as required to enable transparent, efficient and timely implementation of procurement activities and program deliverables including responding to audit queries.
- Prepare procurement reports stipulated in the Operations Manual, and as may be otherwise required by the Bank and the Executing Agency

Products

The selected candidate will deliver the following products:

- (1) Work plan for the consultancy, within 5 days of the signature of the contract

- (2) Initial Procurement Plan for the first year of the operation, as of August 5th, 2017
- (3) First draft of bidding documents for all the activities of the investment component planned for the first year, as of September 5th, 2017
- (4) Progress report for the period July-September 2017, as of October 5th, 2017
- (5) Comments to the draft Program Operational Manual as of November 5th, 2017
- (6) Final version of bidding documents for all the activities of the investment component planned for the first year, as of December 5th, 2017
- (7) Progress report for the period October-December 2017, as of January 5th, 2018
- (8) Procurement Plan for fiscal year 2017/2018, as of February 5th, 2018
- (9) Progress report for the period January-March 2018, as of April 5th, 2018
- (10) Progress report for the period April-June 2018, as of June 30th, 2018

Payment Schedule

1. 10% upon delivery of product (1), acceptable to the Bank and OPM
2. 10% upon delivery of product (2), acceptable to the Bank and OPM
3. 10% upon delivery of product (3), acceptable to the Bank and OPM
4. 10% upon delivery of product (4), acceptable to the Bank and OPM
5. 10% upon delivery of product (5), acceptable to the Bank and OPM
6. 10% upon delivery of product (6), acceptable to the Bank and OPM
7. 10% upon delivery of product (7), acceptable to the Bank and OPM
8. 10% upon delivery of product (8), acceptable to the Bank and OPM
9. 10% upon delivery of product (9), acceptable to the Bank and OPM
10. 10% upon delivery of product (10), acceptable to the Bank and OPM

Qualifications

- *Academic Degree / Level & Years of Professional Work Experience:* B.Sc. in Business Administration, or General Management or comparable discipline. At least 3years in procurement management in a similar size project or organization. Working knowledge of procurement policies, practices and procedures of government and international development partners (IDPs)
- *Languages:* English mandatory. Spanish desirable.
- *Areas of Expertise:* Project Management; Public Procurement
- *Skills:* Attention to detail; Solid oral and written communicational skills; team work

Characteristics of the Consultancy

- Consultancy category and modality: Products and External Services Contractual, Lump Sum
- Contract duration: July 1st, 2017 to March 1st, 2018 (expected to require a full-time dedication)
- Place(s) of work: Kingston, Jamaica
- Coordinator: Camila Mejia, Modernization of the State Specialist, camilam@iadb.org, + 1 (876) 764-0822

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 contractuals, 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.

ANNEX A

Jamaica

IFD/ICS, IFD/FMM, SCL/LMK

Financial Management specialist for the project execution unit of the operation “Support to the Public Sector Transformation Program” (JA-L1073)

TERMS OF REFERENCE

Background

Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.

The Government of Jamaica (GoJ) has requested the IDB the operation “Support to the Public Sector Transformation Programme” (JA-L1073). The total amount of this loan is US\$160 million. The programme, structured under a hybrid modality, will support the GoJ to enhance the efficiency of Jamaica’s Public Sector.

The main problem this program is aimed to address is the low quality of public services in Jamaica, in particular related to the low levels of citizen’s satisfaction as well as an inefficient and ineffective use of public funds leading to poor expenditure quality. Among key issues contributing to low quality of public services are: (i) cumbersome processes to access public services; (ii) the underutilization or absence of information and communication technologies supporting and streamlining access to public services; (iii) a large workforce lacking the skills required to perform key government functions related to better delivery of services -an important share are comprised by administrative staff-, which combined with public sector pay levels represents an important share of current expenditures; and (iv) a track record of weak capacity to implement public sector reforms

The main objective of this program is to improve the delivery of public services in Jamaica through: (i) enhancing their perceived quality by users; and (ii) enhancing efficiency in public spending.

GoJ has requested the IDB a technical cooperation to support the preparation of loan activities. This Technical Cooperation (TC) will support the design and early implementation of measures and activities oriented to enhance the quality and efficiency of public services in Jamaica, within the government’s Public Sector Transformation Programme. Its main objective is to strengthen the institutional capacity of OPM for the preparation and implementation of the Public Sector Transformation Programme.

The present consultancy is one of the activities to be financed with the TC.

Consultancy objective(s)

The objective of this consultancy is to provide financial management specialist services to the PEU of the operation “Support to the Public Sector Transformation Programme (JA-L1073) in accordance with the Government of Jamaica (GoJ) procurement guidelines, the provisions of

the JA-L1073 Support to the Public Sector Transformation Program and the Bank's financial management rules and procedures.

Main activities/ key responsibilities

The primary responsibilities of the Financial Specialist are to:

- Participate in the preparation of the Program Annual Operational Plan, ensuring budget and cash flow(s) are compatible with work priorities, objectives and timelines, taking into account the most effective use of resources.
- Establish and maintain adequate financial, accounting, and internal control systems to ensure the integrity, compliance and transparency of all transactions undertaken by the PEU
- Maintain an adequate budget/expenditure tracking system, ensuring that all Program expenditures are accurately captured; coordinate with the Procurement Specialist, the regular update of the spending plan, analyze and determine/recommend reallocation of funds where necessary to maintain or achieve the Program outputs while ensuring compliance with established GoJ and the Bank's financial regulations, policies and procedures.
- Prepare monthly invoice and expense projection; continuously monitor expenditures to ensure that they remain within authorized levels and that the Program milestones are in alignment with the approved payment schedule.
- Ensure prompt payments for goods and services in accordance with the respective contract provisions, GoJ and Bank procedures.
- Ensure the timely reconciliation and replenishment of the Program's bank accounts; liaise with MoFP, the Bank and the assigned local bank to facilitate smooth management of the bank accounts.
- Facilitate the conduct of internal audits conducted by the Executing Agency and/or the Bank ensuring that recommendations made from such reviews are assessed and acted upon within agreed timeframe.
- Participate in the selection of the Program external auditors; coordinate and prepare for financial Program audits, ensure that audited financial statements are prepared to meet the Bank requirements and that the final reports are available for subsequent stakeholder inspection.
- Maintain an appropriate documentation filing system to clearly demonstrate the verification process for all transactions, disbursements, and the contracts in place to ensure transparency.
- Assist the Program Manager in preparing for, and hosting key project events such as:
 - Periodic portfolio review meetings between the Bank and the government
 - Supervision missions and program monitoring meetings (led by the Bank)
 - Inspection visits by the Bank to supervise the financial management and procurement operations including conduct of ex-post reviews
 - Mid-term evaluation
 - Final evaluation
 - The Project Completion Report (PCR).
 - joint review missions by the Bank and other funding and/or supervising and implementation agencies as required
- Participate in the preparation and maintenance of the Program Operational Manual to ensure proper accounting, financial management and controls consistent with GOJ/Bank policies and practices are reflected.

- Liaise with the Administrative Officer and oversee the preparation and maintenance of the Fixed Asset Register.
- Prepare the Program/Project Chart of Accounts (COA) so as to ensure the proper recording and tracking of all Program expenditures, assets and other related data.
- Prepare financial reports (annual, semi-annual and monthly) as per the Operating Manual and other requirements (e.g. in response to official requests for information), ensuring completeness, accuracy and timely submission to enable adequate review and approval.

Products

The selected candidate will deliver the following products:

- (1) Work plan for the consultancy, within 5 days of the signature of the contract
- (2) Accounting system Chart of Accounts applicable to the project, as of August 5th, 2017
- (3) Report of annual budget and cash flow projections for the investment component for the first year, as of September 5th, 2017
- (4) Progress report for the period July-September 2017, as of October 5th, 2017
- (5) Comments to the draft Program Operational Manual as of November 5th, 2017
- (6) Report with all expenditures to be considered for retroactive financing of the operation, as of December 5th, 2017
- (7) Progress report for the period October-December 2017, as of January 5th, 2018
- (8) Report for the internal and external audit response and action, as of February 5th, 2018
- (9) Progress report for the period January-March 2018, as of April 5th, 2018
- (10) Progress report for the period April-June 2018, as of June 30th, 2018

Payment Schedule

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2. 10% upon delivery of product (2), acceptable to the Bank and OPM
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5. 10% upon delivery of product (5), acceptable to the Bank and OPM
6. 10% upon delivery of product (6), acceptable to the Bank and OPM
7. 10% upon delivery of product (7), acceptable to the Bank and OPM
8. 10% upon delivery of product (8), acceptable to the Bank and OPM
9. 10% upon delivery of product (9), acceptable to the Bank and OPM
10. 10% upon delivery of product (10), acceptable to the Bank and OPM

Qualifications

- *Academic Degree / Level & Years of Professional Work Experience:* B.Sc. in Accounting and/or ACCA/CPA/M.Sc. in Accounting. At least 4 years experience in doing project accounting. At least 3 years experience at a managerial level in accounting.
- *Languages:* English mandatory. Spanish desirable.
- *Areas of Expertise:* Financial Management; Project Management
- *Skills:* Attention to detail; Solid oral and written communicational skills; team work

Characteristics of the Consultancy

- Consultancy category and modality: Products and External Services Contractual, Lump Sum
- Contract duration: July 1st, 2017 to March 1st, 2018 (expected to require a full-time dedication)
- Place(s) of work: Kingston, Jamaica
- Coordinator: Camila Mejia, Modernization of the State Specialist, camilam@iadb.org, + 1 (876) 764-0822

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.

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| | | | | | | | | | | | | | | |
|----|---|-------------------------|--------------------------------|--|--------------------------------|-----------------------|-------------------|------------------------------------|-----|----------------------|---|--|---------------------------------|----------|
| | A | B | C | D | E | F | G | H | I | J | K | L | M | N |
| 1 | | | | | | | | | | | | | Inter-American Development Bank | |
| 2 | | | | | | | | | | | | | ORP/GCM | |
| 3 | | | | | | | | | | | | | | |
| 4 | PROCUREMENT PLAN FOR BANK EXECUTED OPERATIONS | | | | | | | | | | | | | |
| 5 | Country: | Jamaica | | | | | Executing agency: | IDB | | | | | | UBR: |
| 6 | Project number: | JA-T1145 | | | | | | | | | | | | |
| 7 | Period covered by the plan: | 24 months | | | | Total Project Amount: | | | | | | | | |
| 9 | Component | Procurement Type | Service type | Description (4) | 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 | Comments |
| 10 | | | | | | | | IDB/MIF | | Other External Donor | | | | |
| 11 | | | | | | | | Amount | % | Amount | % | | | |
| 13 | Component 1 | A. Consulting services: | Individual Consultant (AM-650) | Design of Operating Manual | \$10,000 | IICQ | Lump Sum | \$10,000 | 100 | 0 | 0 | | Aug-17 | |
| 14 | Component 2 | A. Consulting services: | Individual Consultant (AM-650) | Implementation Planning and Coordination S | \$110,000 | IICQ | Lump Sum | \$110,000 | 100 | | | | Jun-17 | |
| 15 | Component 3 | A. Consulting services: | Individual Consultant (AM-650) | Procurement Service for PEU | \$30,000 | IICQ | Lump Sum | \$30,000 | 100 | | | | Jun-17 | |
| 16 | Component 4 | A. Consulting services: | Individual Consultant (AM-650) | Financial Management Specialist for PEU | \$30,000 | IICQ | Lump Sum | \$30,000 | 100 | | | | Jun-17 | |
| 17 | | | | | | | | | | | | | | |
| 18 | | | | | | | | | | | | | | |
| 19 | | | | | | | | | | | | | | |
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| 22 | | | | | | | | | | | | | | |
| 23 | | | | | | | | | | | | | | |
| 25 | Prepared by: | Mariano Lafuente | | TOTALS | \$ 180,000 | | | Ttl shd equal project a | \$ | - | 0 | | | |
| 26 | (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 | | | | | | | | | | | | | |
| 27 | 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 od US\$5,000, and an explanation in the Comments column: "This is for approximately four different airfares to participate in | | | | | | | | | | | | | |
| 28 | fairs in the region in years X and X1". | | | | | | | | | | | | | |
| 29 | (2) Individual consultants: IICQ: International Individual Consultant Selection Based on Qualifications; SSS: Single Source Selection. Selection process tp be done in accordance with AM-650. | | | | | | | | | | | | | |
| 30 | (2) Consulting firms: Per GN-2765-1, Consulting Firm selection methods for Bank-executed Operations are: Single Source Selection (SSS); Simplified Competitive <= 100K (SC <=100K); Simplified Competitive >100K and <=250K (SC >100K and <=250K); Fully Competitive >250K and Framework Agreement Task Order (FWTO). All Consulting Firm selection processes under this policy must use the electronic module in Convergence. | | | | | | | | | | | | | |
| 31 | (2) 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." | | | | | | | | | | | | | |