



**OFFICE OF THE PRIME MINISTER**

**REQUEST FOR EXPRESSIONS OF INTEREST**

**TRAINER FOR MODULE 4 -  
FINANCING AND BUSINESS AFFAIRS  
(BOSS PROGRAMME)**

<b>COUNTRY</b>	<b>: JAMAICA</b>
<b>PROJECT</b>	<b>: YOUTH EMPLOYMENT IN THE DIGITAL AND ANIMATION INDUSTRIES</b>
<b>IBRD LOAN NO.</b>	<b>:8405</b>
<b>COMPONENT</b>	<b>: SKILLS AND CAPACITY TO ENHANCE EMPLOYABILITY AND ENTREPRENEURSHIP</b>
<b>BID NO.</b>	<b>:JM-OPM-75492-CS-INDV</b>
<b>SELECTION METHOD</b>	<b>:INDIVIDUAL CONSULTANT SELECTION</b>

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The Government of Jamaica has received financing from the World Bank toward the cost of the Youth Employment in the Digital and Animation Industries Project and intends to apply part of the proceeds for consulting services.

The consulting services (“the Services”) include designing and delivering, in collaboration with the Business Development Consultant, **the Financing and Business Affairs module of the “BOSS” Programme** to equip Jamaican animators with the understanding of international best practices for financing animation productions. This will include a focus on raising venture capital or other funding models, understanding tax structures, and managing the financial affairs of the business.

**Interested Consultants should provide Curriculum Vitae with detailed information demonstrating that they have the required qualifications and relevant experience to perform the Services. The shortlisting criteria are:**

1. A Master’s degree in management, accounting, business administration, business and legal affairs, law, international business, international taxation, finance, entrepreneurship, screen-based media production or related field, from an accredited institution;



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2. At least ten (10) years' experience in financial/operational management in a reputable management consulting firm, content creation company, entrepreneurial venture or related experience in the screen-based industries.

Only persons shortlisted will be contacted. Shortlisted candidates may be required to participate in an interview.

The attention of interested Consultants is drawn to Section III paragraphs, 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IFP Borrowers" July 2016, setting forth the World Bank's policy on conflict of interest.

A Consultant will be selected in accordance with the Individual Consultants Selection Method set out in the Procurement Regulations. Further information can be obtained at the address below during office hours Mondays to Thursdays, 09:00 hours to 17:00 hours and on Fridays, 09:00 hours to 16:00 hours.

Office of the Prime Minister  
Youth Employment in the Digital and Animation Industries  
Attn: Procurement Specialist  
47b South Camp Road  
Kingston 4  
Jamaica  
Tel: 876-930-7388  
E-mail: [ibrdyedaip@opm.gov.jm](mailto:ibrdyedaip@opm.gov.jm)

Expressions of Interest, including Curriculum Vitae, must be delivered in a written form to email address [ibrdyedaip@opm.gov.jm](mailto:ibrdyedaip@opm.gov.jm) by **June 28, 2019**. The subject line should read: **JM-OPM-75492-CS-INDV-TRAINER FOR MODULE 4 – FINANCING AND BUSINESS AFFAIRS (BOSS PROGRAMME)**. The detailed Terms of Reference for the Consultancy Service is available on the website of the Office of the Prime Minister at: [www.opm.gov.jm](http://www.opm.gov.jm).



# **TERMS OF REFERENCE**

## **YOUTH EMPLOYMENT IN THE DIGITAL AND ANIMATION INDUSTRIES PROJECT**

### **TRAINER - FINANCING AND BUSINESS AFFAIRS (BOSS PROGRAMME)**

#### **1.0 BACKGROUND**

The Government of Jamaica has received funding from the World Bank to fund a Project to support youth employability in the digital and animation industries. Component One of this Project focuses on, among other things, developing skills and capacities in the delivery of 2D and 3D animation training as well as the development of a policy framework and strategic plan for the cohesive and systematic development of the animation industry in Jamaica.

Jamaica's animation industry, though nascent, is fast attracting attention from global players with some companies receiving an increasing number of expressions of interest for contracts from international companies. The industry is thus poised to deepen its participation, in a sector which has an annual global growth rate of 9% and a current global value in excess of US \$220 billion.

However, existing animation studios in Jamaica are small and assistance on growing their businesses is critical in reaching the goal of building the industry and creating new employment opportunities for youth.

#### **2.0 PROJECT OBJECTIVES**

The general objective of the **Youth Employment in the Digital and Animation Industries (YEDAI)** Project is to support youth employment in the digital and animation industries. Under Component 1 '**Skills and Capacity to Enhance Employability and Entrepreneurship**', the Project seeks to build the capacity and skills of Jamaican youths to improve their employability and maintain sustainable, profitable businesses in the growing animation industry. There is a sub-component to focus on enhancing business development initiatives/interventions for studios and creative entrepreneurs. This programme is the **Business of Sustainability for Studios Programme (hereinafter called "BOSS")**. BOSS will groom established production studios and nurture creative entrepreneurs to grow their businesses into sustainable and profitable production and animation entities. The programme will include master classes, workshops and seminars, all aimed at preparing participants for market attendance to select international and regional animation trade markets and strategic meetings.



The BOSS programme will comprise two (2) cohorts of local studios and entrepreneurs whose businesses are at varying levels of maturity. The Programme will be designed to meet the needs of the following participants:

- a) Creative entrepreneurs who demonstrate the potential for growth to develop their business to the next level.
- b) Studio executives/owners who want to improve the capacity of the studios to secure co-production and/or distribution deals, and international partners.

The training component of each cohort is estimated to be approximately seventy-two (72) hours over six (6) months. The training modules are as follows:

1. Market Readiness
  - Investment Assessment – how poised is your company for growth?
  - Environmental Scanning – how to position your company competitively?
  - Business Model Canvas
2. Strategic Planning
  - Business Plan Development
  - Marketing and Promotions – Pitching / Branding / Innovative Marketing/ Packaging
3. International Best Practices - Workflow
  - Studio Management / Production Workflow / Staffing
4. International Best Practices – Financing and Business Affairs
  - Financing / Accounting / Legal / Business Affairs / Tax Structures
5. Revenue Generation
  - Distribution and Deal making – Contract Preparation
  - Intellectual Property Rights and Commercializing IP
6. Accessing Global Markets
  - Bilateral Agreements, Co-Production Treaties, and International Taxes
  - Festival / Market Strategy

Each module will comprise two (2) consecutive days of “face-to-face” training to upskill participants with the business development skills.

### **3.0 CONSULTANCY OBJECTIVES**

The objectives of this consultancy are to:

- a) Design and deliver, in collaboration with the Business Development Consultant, **the Financing and Business Affairs module of the “BOSS” Programme** to equip Jamaican animators with the understanding of international best practices for financing animation productions. This will include a focus on raising venture capital or other funding models,



understanding tax structures, and managing the financial affairs of the business.

#### **4.0 CHARACTERISTICS OF THE CONSULTANCY**

- a) ***Type of Consultancy:*** The work will be carried out by an individual Consultant with specialization in management consulting, international business and entrepreneurship.
- b) ***Place of work:*** All training sessions will be held at Jamaica Promotions Corporation, 18 Trafalgar Rd, Kingston, Jamaica.
- c) ***Duration of the contract:*** The contract be for a total of twenty (20) non-consecutive days) which will include training of two (2) scheduled for:
  - i. Cohort 1: September 2019
  - ii. Cohort 2: October 2019
- d) ***Reporting Relationship:*** The consultant will report to the Project Manager (Youth Employment in Digital and Animation Industries Project) and will work collaboratively with the Business Development Coordinator and the Business Development Consultant for the duration of the assignment.

#### **5.0 RESPONSIBILITIES AND TIMELINES**

The consultant will be tasked to accomplish the following:

**A. *Preparation for the training. (10 days)***

Develop and submit a comprehensive training programme, assessment tools and pre-reading list and must include the following:

- a. specialized instruction material in financing creative products, managing the accounting functions and understanding the legal parameters for business affairs in creative industries;
- b. Tools for managing finances and business affairs such as production budgets and funding requests.

The above must be delivered to the Business Development Coordinator within the first (10) ten days of signing of the contract.

**B. *'Face to Face' Training (Two (2) days per cohort)***



- a. Discuss techniques and strategies for:
  - i. acquiring financing for animation productions such as accessing venture capital;
  - ii. monitoring the company's accounting and understanding tax structures;
  - iii. managing daily business affairs;
- b. In collaboration with each participant, prepare a standard budget structure for each studio or business;
- c. Assign and supervise group projects to build team work skills, and ensure compliance with productivity deadlines and high-quality industry standards;

**5.3 Assessment and Final Report (Three (3) days after completion of training of each cohort)**

The consultant will prepare a Final Report on the training (for each cohort) including, but not limited to:

- i. The assessment(s) of trainees, including challenges and lessons learnt;
- ii. An action plan for each participant to improve the monitoring of their business affairs;
- iii. Attendance register (signed by participants).

**6.0 QUALIFICATIONS AND EXPERIENCE:**

The consultant should ideally have:

**6.1 Qualification**

- a) A Master's degree in management, accounting, business administration, business and legal affairs, law, international business, international taxation, finance, entrepreneurship, screen-based media production or related field, from an accredited institution;

**6.2 Experience**

- b) At least ten (10) years' experience in financial/operational management in a reputable management consulting firm, content creation company, entrepreneurial venture or related experience in the screen-based industries;



- c) Demonstrated experience in developing and/or delivering capacity-building, training, or professional development workshops for adult learners, in either public or private sector organisations;
- d) Previous experience working with individuals or companies in the creative, digital, or entrepreneurial sectors, and with key stakeholders in the private and public sector.
- e) Previous work experience in Jamaica, the Caribbean, or other developing countries/emerging market.

### **6.3 Skills Knowledge and Competencies**

- a) Demonstrated understanding of international trends and industry best practices in the global creative, digital, or entrepreneurial sectors, including labour practices that govern these sectors.
- b) Demonstrated knowledge of the state of the Jamaican / Caribbean creative, digital, or entrepreneurial sectors, including labour practices that govern these sectors
- c) Proven track record of successful completion of assigned tasks, via references
- d) Strong communication skills and must be proficient in English (spoken and written).

### **7.0 REPORTS/OUTPUTS**

A lump sum contract which covers all costs associated with the delivery of the services herein described will be awarded on technical merit with payments to be made as established and on acceptance of the following outputs:

- a. The training curriculum targeting studio executives, creative entrepreneurs and IP creators.
- b. Assessment tools and pre-reading list aligned with the training programme and course delivery referred to at (a) above.
- c. Project Report on the “face-to-face” training programme including:
  - i. Attendance register (signed by participants);
  - ii. The assessment(s) of trainees, including challenges and lessons learnt;
  - iii. An action plan for each participant to improve the activities for monitoring their business affairs.



Criteria	Maximum points
<p><b>Qualifications:</b></p> <ul style="list-style-type: none"> <li>A Master’s degree in management, accounting, business administration, business and legal affairs, law, international business, international taxation, finance, entrepreneurship, screen-based media production, or related field.</li> </ul>	<b>20</b>
<p><b>Experience:</b></p> <ul style="list-style-type: none"> <li>At least ten (10) years’ experience in financial/operational management in a reputable management consulting firm, content creation company, entrepreneurial venture or related experience in the screen-based industries.</li> </ul>	<b>20</b>
<ul style="list-style-type: none"> <li>Demonstrated experience in developing and/or delivering capacity-building, training, or professional development workshops for adult learners, in either public or private sector organisations               <ul style="list-style-type: none"> <li>Over 10 years of demonstrated experience – 15 marks</li> <li>6-10 years of demonstrated experience – 10 Marks</li> <li>3-5 years of demonstrated experience – 5 marks</li> <li>Less than 3 years of demonstrated experience – 1 mark</li> </ul> </li> </ul>	<b>15</b>
<ul style="list-style-type: none"> <li>Previous related work experience in Jamaica, the Caribbean, or other developing countries/emerging markets. – 10 Marks</li> <li>No previous related work experience in Jamaica, the Caribbean, or other developing countries/emerging markets – 0 Marks</li> </ul>	<b>10</b>
<ul style="list-style-type: none"> <li>Previous experience working with individuals or companies in the creative, digital, or entrepreneurial sectors, and with key stakeholders in the private and public sector. – 5 marks</li> <li>No previous experience working with individuals or companies in the creative, digital, or entrepreneurial sectors, and with key stakeholders in the private and public sector – 0 marks</li> </ul>	<b>5</b>
<p><b>Knowledge, Skills and /Competences:</b></p> <ul style="list-style-type: none"> <li>Demonstrated understanding of international trends and industry best practices in the global creative, digital, or entrepreneurial sectors, including the labour practices that govern these sectors</li> </ul> <p>Very good - 6-10 Marks</p> <p>Good – 3-5 Marks</p> <p>Satisfactory –1- 2 Marks</p>	<b>10</b>





Poor – 0 Marks	
<ul style="list-style-type: none"> <li>• Demonstrated knowledge of the state of the Jamaican / Caribbean creative, digital, or entrepreneurial sectors, including the labour practices that govern these sectors</li> </ul> <p>Very good - 6-10 Marks</p> <p>Good – 3-5 Marks</p> <p>Satisfactory –1- 2 Marks</p> <p>Poor – 0 Marks</p>	<b>10</b>
<ul style="list-style-type: none"> <li>• Proven track record of successful completion of assigned tasks, via Completed Reference Form</li> </ul> <p>25 points and above – 5 marks</p> <p>15-24 Points – 3 marks</p> <p>9-14 points – 1 Mark</p> <p>Below 9 points – 0 marks</p>	<b>5</b>
<ul style="list-style-type: none"> <li>• Strong communication skills and must be proficient in English (spoken and written).</li> </ul>	<b>5</b>
<b>Total (100 Marks)</b>	<b>100</b>
<b>Minimum Qualifying Score : 75 marks</b>	

Key:

**Very Good:** The consultant has detailed understanding of international trends and industry best practices in the global creative, digital , or entrepreneurial sectors, including labour practices that governs these sectors through professional work demonstrated through his ability to thoroughly discuss and respond with appropriate narrative and/or examples

**Good:** The consultant has an understanding of international trends and industry best practices in the global creative, digital , or entrepreneurial sectors, including labour practices that governs these sectors through professional work demonstrated through his ability to adequately discuss and respond with appropriate narrative and/or examples

**Satisfactory:** The consultant has very little understanding of international trends and industry best practices in the global creative, digital , or entrepreneurial sectors, but lacks understanding of labour practices that governs these sectors.

**Poor:** The consultant has no understanding of international trends and industry best practices in the global creative, digital , or entrepreneurial sectors, including labour practices that governs these sectors.



## Client Referral Form

YEDAI Project – Office of the Prime Minister  
47b South Camp Road  
Kingston 4

**Reference for:**

**NAME :** \_\_\_\_\_

**ADDRESS :** \_\_\_\_\_

**DURATION OF CONTRACT:** \_\_\_\_\_

Please rate the quality of service offered by the named security provider by circling the relevant score for the score for the quality criteria.

	<b>Excellent = 4</b>	<b>Good = 3</b>	<b>Satisfactory = 2</b>	<b>Unsatisfactory = 1</b>
a) Overall quality of service	4	3	2	1
b) Quality of equipment/material used	4	3	2	1
c) Level of consistency of the individual's performance	4	3	2	1
d) Response to incidents (emergency/complaints)	4	3	2	1
e) Rate the overall attitude of the individual	4	3	2	1
f) Individual is competent & professional	4	3	2	1
g) Communication Skills of the individual	4	3	2	1
h) Reliability of the individual	4	3	2	1

**1. What do you consider to be the strong and weak points in the individual's/ company's Performance?**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**2. Would you recommend the services of this individual/company?** No [ ] Yes [ ]

**3. Do you currently have a contract with this individual/firm?** No [ ] Yes [ ]



If yes, period worked to date \_\_\_\_\_

If no, please indicate the period during which you were provided with services by the firm in the past

\_\_\_\_\_

**4. Please give comments on this individual's/ company's performance**

Company's stamp/seal here

**NAME:** \_\_\_\_\_

**SIGNATURE:** \_\_\_\_\_

**TITLE:** \_\_\_\_\_

**COMPANY:** \_\_\_\_\_

**ADDRESS:** \_\_\_\_\_

**CONTACT NO:** \_\_\_\_\_