



OFFICE OF THE PRIME MINISTER

REQUEST FOR EXPRESSIONS OF INTEREST (REOI)

**FIRM FOR THE DESIGN AND DELIVERY OF THE ANIMATION STUDIO
APPRENTICESHIP PROGRAMME (ASAP)**

COUNTRY	: JAMAICA
PROJECT	: YOUTH EMPLOYMENT IN THE DIGITAL AND ANIMATION INDUSTRIES
IBRD LOAN NO.	:8405 - JM
COMPONENT	: SKILLS AND CAPACITY TO ENHANCE EMPLOYABILITY AND ENTREPRENEURSHIP
BID NO.	:JM-OPM-147228-CS-QCBS
SELECTION METHOD	:QUALITY AND COST BASED

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

The YEDAI Project is seeking to engage a firm to provide consulting services (“the Services”) that will be responsible for the planning and efficient execution of the **Animation Studio Apprenticeship Programme (ASAP)**. The Animation Studios Apprenticeship Programme (ASAP) will facilitate the transition from school to the workforce for graduates from animation education programs. The programme will take place in select animation studios, where students will refine their skills in a “real animation production” environment. Through the Apprenticeship Programme, students will be able to apply the skills received in earlier classroom-based training in a real-life situation and adapt their skills to the demands of a real-life animation production pipeline.

The firm will work in collaborating with the Project Implementation Unit and Animation Industry Stakeholders to:

- (i) Develop and execute 2 rounds of a 3-month 2D animation apprenticeship programme (including pre-production, production and post-production phases of the pipeline) to prepare 30-40 apprentices to fulfil the immediate and medium-term demand for animators by studios Jamaica.
- (ii) Develop and execute 2 rounds of a 3-month 3D animation apprenticeship programme (including pre-production, production and post-production phases of the pipeline) to

prepare 30-40 apprentices to fulfil the immediate needs and medium-term demand for animators by studios Jamaica.

Interested firms are required to submit an Expression of Interest (EOI) for this opportunity. Each EOI should include the following:

1. A Cover Letter expressing interest in the opportunity
2. Firm's Organizational Profile and Structure (including portfolio/demo-reel)

The shortlisting criteria are:

- i. Experience of successful contribution to the development of at least five (5) animated productions that have entered the market (national, regional **or** international); and
- ii. Portfolio/Demo-reel showing evidence that the company has executed work in the areas of specialization relevant to this assignment.

Shortlisted firms will be contacted and requested to provide a full proposal in respect of the assignment.

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 firm will be selected in accordance with the **Quality Cost Based Selection Method** set out in the Procurement Regulations. Further information can be obtained at the address below during office hours Mondays to Thursday, 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: 876-930-7620
E-mail: ibrdyedaip@opm.gov.jm

Expressions of Interest, must be delivered in a written form to email address ibrdyedaip@opm.gov.jm by **February 13, 2020**. The subject line should read: **JM-OPM-147228-CS-QCBS: FIRM FOR THE DESIGN AND DELIVERY OF THE ANIMATION STUDIO APPRENTICESHIP PROGRAMME (ASAP)**. 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.

The Procuring Entity reserves the right to cancel the Request for Expression of Interest process or reject any or all submissions at its discretion.

TERMS OF REFERENCE

Jamaica Youth Employment in Digital and Animation Industries (YEDAI) Project

Title:	Apprenticeship Programme Consulting Firm
Implementing Agency:	Office of The Prime Minister (OPM)
Appointment Type:	Short Term Consultant (Firm)
Loan Number	IBRD Loan Number 8405-JM
Location:	Jamaica
Duration:	Eight (8) months

1. BACKGROUND

Jamaica is the largest English speaking country in the Caribbean with a population of approximately 2.7 million. Today, there are over 1.3 million young people between the ages of 14 and 24 in Jamaica, representing approximately 48% of the population. Of these, approximately 330,000 young people (25.4%) are unemployed¹.

Having assessed the potential for job creation in the Animation Sector, the **Youth Employment in the Digital and Animation Industries Project** (YEDAI Project) was developed, and a loan agreement was signed between the Government of Jamaica and the World Bank in the amount of US\$20 million to, *inter alia*, support the growth of the animation industry in order to generate jobs, foreign exchange and stimulate economic growth in the country.

The development objective of the 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 in the growing animation industry. There are two sub-components:

- Sub-Component 1 - Strengthening Animation Training and
- Sub-Component 2 - Enhancing the Animation Industry by collaborating with Key Stakeholders, in particular Jamaica Promotions Corporation (JAMPRO).

The YEDAI Project will establish an **Animation Studios Apprenticeship Programme (ASAP)** that will facilitate the transition from school to the workforce for graduates from animation education programs. The programme will take place in select animation studios, where students will refine their skills in a “real animation production” environment. Through the Apprenticeship Programme, students will be able to apply the skills received in earlier classroom-based training in a real-life situation and adapt their skills to the demands of a real-life animation production pipeline.

¹ Labour Force Quarterly October 2017 – Statistical Institution of Jamaica

2. CONSULTANCY OBJECTIVES

The Consulting Firm will have responsibility for the planning and efficient executing of the Animation Studio Apprenticeship Programme and will work in collaborating with the Project Implementation Unit and Animation Industry Stakeholders to:

- (iii) Develop and execute 2 rounds of a 3-month 2D animation apprenticeship programme (including pre-production, production and post-production phases of the pipeline) to prepare 30-40 apprentices to fulfil the immediate and medium-term demand for animators by studios Jamaica.
- (iv) Develop and execute 2 rounds of a 3-month 3D animation apprenticeship programme (including pre-production, production and post-production phases of the pipeline) to prepare 30-40 apprentices to fulfil the immediate needs and medium-term demand for animators by studios Jamaica.

6. CHARACTERISTICS OF THE CONSULTANCY

The work will be carried out by a Consulting Firm with extensive knowledge and experience in the animation industry in a training and production environment. The consulting firm's experience would range from supervising, directing and mentoring animators in a commercial production setting.

7. DURATION OF CONTRACT

The assignment will span a period of eight (8) months (estimated April - November 2020), inclusive of a two (2) month design phase (April – May 2020) and six (6) month apprenticeship phase (August – November 2020).

8. REPORTING RELATIONSHIP

The Firm will work in close collaboration with the YEDAI Project Implementation Unit (PIU) and report directly to the Project Manager of the Youth Employment in Digital and Animation Industries (YEDAI) Project.

9. QUALIFICATIONS, EXPERIENCE AND COMPETENCIES

The Firm must present a team comprising the following team members and qualifications:

Designer/Supervisor

At minimum, this individual will have:

- A First Degree in Computer Animation, Fine Arts, Computer Science or related field.
- At least eight (8) years professional experience working at the supervisory level within an established animation production studio.

- Participated in at least two (2) animated productions that have entered the market (national, regional **or** international) at a supervisory level.
- At least two (2) years of teaching and/or mentorship experience, working with 2D and/or 3D animation software.
- Knowledge of and experience in the use of the related software to navigate and fulfill production pipelines for animated productions.
- Sound knowledge of current international trends and best practices in the animation industry.
- Excellent organizational and interpersonal skills.
- Excellent communication skills (verbal and written) in English and presentation skills.

2D Animation Trainer

At minimum, this individual will have:

- Minimum of a Certificate or Diploma in Animation or related field from an accredited/recognized institution.
- At least five (5) years of teaching/mentorship/supervision experience in a training institution and/or production studio environment, working with 2D animation software.
- Participated in at least one (1) 2D animated production that have entered the market (national, regional **or** international), as a 2D animator.
- Expertise in the following areas of production via an up-to-date portfolio/demo reel:
 - 2D Digital Cutout/Traditional Animation
 - Clean-up and in-betweening
 - Character and Prop Breakdown and Rigging
 - 2D hand drawn and computer-generated special effects
- Advanced knowledge of related software to navigate and fulfill 2D animation production pipelines for animated products (features, shorts, or episodic).
- Sound knowledge of current international trends and best practices in the animation industry.
- Excellent organizational and interpersonal skills.
- Excellent communication skills (verbal and written) in English and presentation skills.

3D Animation Trainer

At minimum, this individual will have:

- Minimum of a Certificate or Diploma in Animation or related field from an accredited/recognized institution.
- At least five (5) years of teaching/mentorship/supervision experience in a training institution and/or production studio environment, working with 3D animation software.
- Participated in at least one (1) 3D animated production that have entered the market (national, regional **or** international), as a 3D animator.
- Expertise in the following areas of production via an up-to-date portfolio/demo reel:
 - 3D Character Animation
 - 3D Environment Modelling
 - Modelling and Rigging
 - Sculpting, materials, lighting and texturing
 - Computer Generated Special Effects
- Advanced knowledge of related software to navigate and fulfill 3D animation production pipelines for animated products (features, shorts, or episodic).
- Sound knowledge of current international trends and best practices in the animation industry.
- Excellent organizational and interpersonal skills.
- Excellent communication skills (verbal and written) in English and presentation skills.

Pre-Production Trainer

At minimum, this individual will have:

- Minimum of a Certificate or Diploma in Animation or related field from an accredited/recognized institution.
- At least five (5) years of teaching/mentorship/supervision experience in a training institution and/or production studio environment, working in the pre-production phase of the animation pipeline.
- Participated in at least one (1) animated production that have entered the market (national, regional **or** international), as a Storyboard artist.
- Expertise in the following areas of production via an up-to-date portfolio/demo reel:
 - Character, Prop and Location Design (including colour styling, background painting, ink and paint)
 - Storyboarding and Animatics
 - Background layout and posing
- Advanced knowledge of the software used in pre-production phase of the pipeline for animated products (features, shorts, or episodic).
- Sound knowledge of current international trends and best practices in the animation industry.
- Excellent organizational and interpersonal skills.

- Excellent communication skills (verbal and written) in English and presentation skills.

10. SCOPE OF SERVICES

The Firm will perform the following duties in close collaboration with the YEDAI Project Implementation unit (PIU):

10.1 DESIGN PHASE (2 months)

- a) In consultation with the Project Implementation Unit, prepare a Work Plan, with schedule of activities and timelines for conducting of the consultancy.
- b) Conduct consultations with Key Stakeholders (animation studios, training institutions, associations and government agencies) to gather advice, inputs, and recommendations, as required, to develop the curricula for the Apprenticeship Programme.
- c) Based on consultations specified in 10.1 (b) above, develop the following:
 - (i) **The curriculum for a 3-month 2D animation apprenticeship program** to fulfil immediate and medium-term demand for 2D animators by studios in Jamaica. The training will be hands-on and will be executed twice towards preparing approximately 30-40 apprentices to enter directly into the outsourcing 2D animation production pipeline. Specializations will include (but not limited to):
 - **Pre-production**
 1. Script Writing;
 2. Character, Prop and Location Design;
 3. Storyboarding and Animatics;
 4. Character and Prop Breakdown and Rigging;
 - **Production**
 1. Digital Animation (facial and character, cutout/traditional);
 2. Clean-up and in-betweening;
 3. Ink and Paint.
 - **Post-Production (selected elements)**
 1. Compositing
 2. Special Effects
 - (ii) **The curriculum for a 3-month 3D apprenticeship program** to fulfil immediate and medium-term demand for 3D animators by studios in Jamaica. The training will be hands-on and will be executed twice towards preparing approximately 30-40 apprentices to enter directly into the outsourcing 3D animation production pipeline. Specializations will include (but not limited to):
 - **Preproduction**
 1. Script writing;
 2. Storyboarding and Animatics;
 3. 3D Character and Environment Design;

- **Production**
 1. 3D Character Rigging and Modeling;
 2. 3D Facial and Character Animation.
- **Post Production (selected elements)**
 1. Compositing
 2. Special effects
- d) Ensure that suitable apprentices are selected for the programme by
 - Developing and executing an open call for applications.
 - Developing and put in place a screening mechanism to select suitable apprentices.
 - Ensure the establishment of a committee to review and evaluate applications, including portfolios as required.
 - Manage the evaluation process to ensure all applications are evaluated fairly and transparently.
- e) Engage potential clients such as media houses (advertisements) and government agencies (for awareness raising campaigns using animation as a medium) for providing work for the apprentices.
- f) Participate in planning meetings as required.

10.2 APPRENTICESHIP (TRAINING) PHASE (6 months)

The proposed execution phase includes the delivery of:

- (i) Two rounds of the three (3) month 2D Animation Apprenticeship Programme
- (ii) Two rounds of the three (3) month 3D Animation Apprenticeship Programme

The two streams (2D and 3D) of training will take place concurrently at two (2) locations equipped with the requisite hardware and software (to be selected by the Project Implementation Unit). The Pre-Production training is to be integrated into the 2D and 3D curricula respectively.

- In collaboration with the PIU, plan and organize orientation session(s) as required, to properly brief apprentices of programme goals and expectations.
- In collaboration with apprentices, supervise the development of:
 - a select number local properties (trailers and pilots).
 - commercial service work undertaken by the studios that will be completed by the apprentices.
 - refinement of student's portfolios/demo reels.
 - refinement of studio show-reels.
- Flag delays and issues for immediate attention to the PIU.
- Provide weekly updates to the PIU as required.
- Conduct ongoing consultations with Key Stakeholders (mentors, apprentices, studios, training institutions, and the PIU) to monitor and assess progress and make adjustments to the programme as necessary.

- In collaboration with the HEART Trust/NTA and trainers, review assessments of projects completed by apprentices;
- In collaboration with the studios and the PIU, engage potential clients such as media houses (advertisements) and government agencies (for awareness raising campaigns using animation as a medium) for providing work for the apprentices.
- Participate in planning meetings as required.
- Participate in debriefing session(s) with Key Stakeholders to identify successes, challenges, lessons learnt and recommendations.
- Submit reports as required in section 11 outlining successes, challenges, lessons learnt and recommendations, and assessment and grades of apprentices.

11. DELIVERABLES

A lump sum contract will be awarded to the selected candidate based on technical merit. Payments shall be made as established. Payments shall be made upon satisfactory acceptance of the following outputs:

Name of Report	Content	Timeline for Submission	Payment
Project Work Plan	In consultation with the Project Implementation Unit, prepare a schedule, with activities and timelines for conducting of the consultancy.	End of week 2	10%
Selection of Apprentices	This report includes: <ul style="list-style-type: none"> • Call for applications • Screening mechanism (Selection criteria) to select suitable apprentices. • Details of the evaluation process for the selection of apprentices. • Evaluation tools signed by members of the committee • Successes, challenges, lessons learnt and recommendations 	End of Week 6	10%
End of Design Phase	This report includes: <ul style="list-style-type: none"> • Consultations held with Key Stakeholders (animation studios, training institutions, animation 	End of Week 8	30%

	<p>association and government agencies) to gather advice, inputs, and recommendations, as required, to develop the curricula for the Apprenticeship Programme.</p> <ul style="list-style-type: none"> • Consultations with potential clients such as media houses (advertisements) and government agencies (for awareness raising campaigns using animation as a medium) for providing work for the apprentices • Successes, challenges, lessons learnt and recommendations • Curriculum for a 3-month 2D animation apprenticeship program • with the following elements: <ul style="list-style-type: none"> ○ Rationale/Objective ○ Aims/Learning outcomes ○ Pre-requisites ○ Training methodologies ○ Topics/Units ○ Schedule ○ Assessment methodologies ○ Assessment tools ○ Training assets • Curriculum for a 3-month 3D animation apprenticeship program with the following elements: <ul style="list-style-type: none"> ○ Rationale/Objective ○ Aims/Learning outcomes ○ Pre-requisites ○ Training methodologies ○ Topics/Units ○ Schedule ○ Assessment methodologies ○ Assessment tools ○ Training assets 		
<p>Report on completion of round 1 of Apprenticeship Programme</p>	<p>Report on the completion of round 1 of the apprenticeship programme, including:</p> <ul style="list-style-type: none"> • Successes, challenges, lessons learnt and recommendations 	<p>End of Week 20</p>	<p>25%</p>

	<ul style="list-style-type: none"> • A report card of each apprentice with samples of projects/assignments, grades, strengths and areas for improvement 		
Report on completion of round 2 of Apprenticeship Programme	<p>Report on the completion of round 2 of the apprenticeship programme, including:</p> <ul style="list-style-type: none"> • Successes, challenges, lessons learnt and recommendations • A report card of each apprentice with samples of projects/assignments, grades, strengths and areas for improvement 	End of Week 32	25%
	<i>Draft report to be submitted by due date</i>		

12. COORDINATION

The Project Manager (Youth Employment in the Digital and Animation Industries Project - MSET) will coordinate the review and approval of all deliverables prepared and submitted by the Consultant. Reports will be circulated to Key Stakeholders (including certifying organization, training institutions, animation studios, industry associations and The World Bank).

13. SUPERVISION AND REPORTING REQUIREMENTS

The Office of The Prime Minister is the Contracting Authority and shall approve any contractual deliverables, amendments and payments. The Consultant will report directly to the, Mrs. Margery Newland Project Manager of the Youth Employment in the Digital and Animation Industries Project.

14. SELECTION CRITERIA

Criteria, sub-criteria, and point system for the evaluation of Full Technical Proposals are:

Number	Criteria	Points
1.	<p>Adequacy of the proposed methodology and work plan in responding to the Terms of Reference:</p> <ul style="list-style-type: none"> (i) Technical approach and methodology, and work plan (ii) Organization and Staffing – This should include a portfolio/demo-reel of each trainer illustrating 	

	<p>quality of work in area of specialization relevant to this assignment.</p> <p>(iii) Proven experience of successful contribution to the development of at least five (5) animated productions that have entered the market (national, regional or international).</p> <p>(iv) Two (2) client references for each team member. The formula to determine total points is: Points = 5/40 x total score (both client references)</p>	<p>[20]</p> <p>[15]</p> <p>[10]</p> <p>[5]</p>
2.	<p>Key professional staff qualifications and experience for the assignment:</p> <p>a) Designer/Supervisor</p> <p>(i) Minimum of a First Degree in Computer Animation, Fine Arts, Computer Science or related field.</p> <p>(ii) At least eight (8) years professional experience working at the supervisory level within an established animation production studio.</p> <p>(iii) At least two (2) years of teaching and/or mentorship experience, working with 2D and/or 3D animation software.</p> <p>b) 2D Animation Trainer</p> <p>(i) Minimum of a Certificate or Diploma in Animation or related field from an accredited/recognized institution.</p> <p>(ii) At least five (5) years of teaching/mentorship/supervision experience in a training institution and/or production studio environment, working with 2D animation software.</p> <p>c) 3D Animation Trainer</p> <p>(i) Minimum of a Certificate or Diploma in Animation or related field from an accredited/recognized institution.</p>	<p>[8]</p> <p>[4]</p> <p>[4]</p> <p>[4]</p>

	<p>(ii) At least five (5) years of teaching/mentorship/supervision experience in a training institution and/or production studio environment, working with 3D animation software.</p> <p>d) Pre-Production Trainer</p> <p>(i) Minimum of a Certificate or Diploma in Animation or related field from an accredited/recognized institution.</p> <p>(ii) At least five (5) years of teaching/mentorship/supervision experience in a training institution and/or production studio environment, working in the pre-production phase of the animation pipeline;</p>	
	<p>Total point for the Technical Proposal</p> <p>(the minimum technical score requires to pass is [52.5])</p>	[70]
3.	<p>The formula for determining the financial scores is the following:</p> <p>$S_f = 30 \times F_m / F$, in which S_f is the financial score, F_m is the lowest price and F the price of the proposal under consideration.</p>	[30]