



OFFICE OF THE PRIME MINISTER

REQUEST FOR EXPRESSIONS OF INTEREST

**CONSULTANT FOR THE DEVELOPMENT OF THE ANIMATION
INDUSTRY POLICY NOTE**

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-146980-CS-INDV

SELECTION METHOD: INDIVIDUAL CONSULTANT SELECTION

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 the development of a comprehensive Animation Industry Policy Note, a first step in the development of an Animation Policy for the Jamaican Animation Industry.

Interested Consultants should provide:

1. Curriculum Vitae with detailed information demonstrating that they have the required qualifications and relevant experience to perform the Services.

The shortlisting criteria are:

- i. A Post Graduate Degree or equivalent in Public Policy or related field
- ii. Successful completion of three (3) similar assignments, i.e., policy dialogue, analysis and formulation specifically for screen-based (film and animation) industries in developing countries/emerging markets.

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 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: 876-930-7388
E-mail: ibrdyedaip@opm.gov.jm

Expressions of Interest, including Curriculum Vitae, must be delivered in a written form to email address ibrdyedaip@opm.gov.jm by **July 13, 2020**. The subject line should read: **JM-OPM-146980-CS-INDV: CONSULTANT FOR THE DEVELOPMENT OF THE ANIMATION INDUSTRY POLICY NOTE**. 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

Development of a Policy Concept Paper for the Animation Industry in Jamaica

Individual Consultant

IBRD Loan Number 8405-JM

Youth Employment in the Digital and Animation Industries (YEDA) Project

Office of The Prime Minister (OPM)

1. BACKGROUND

Jamaica is the largest English-speaking country in the Caribbean with a population of approximately 2.93 million¹. The Jamaica Youth Unemployment Rate is projected to trend to approximately 17.90 percent in 2021 according to Trading Economics econometric models², representing approximately 524,470 of the population.

The development of the animation industry in Jamaica, although still in its early stages, has seen significant achievements over the past few years in terms of new contracts outsourced to local studios by international companies, and has benefited from the involvement of important stakeholders (animation studios, training institutions, and government agencies) in the sector since 2011. As a result of the high level of interest in these initial initiatives, there is an ever-growing number of credible training programmes offered by secondary, tertiary and vocational training institutions, ranging from intensive short courses to bachelor's degree programmes.

The Development Bank of Jamaica (DBJ), HEART/NSTA Trust, and the World Bank conducted an initial series of background studies (2013-18) on the state of the animation industry and its potential for development in the short, medium and long term. These studies, however, are dated and now need to be revised.

¹ <https://www.worldbank.org/en/country/jamaica/overview#1>

² <https://tradingeconomics.com/jamaica/youth-unemployment-rate>

Despite ongoing efforts, a number of other interdependent actions which should have been initiated earlier, did not materialize (or are in varying stages of development) and significant challenges continue to impact the achievement of the identified potential of the industry, preventing it from reaching the potential envisaged. Most important among these, are issues relating to intellectual property rights, a regulatory framework for the industry, standards and certification for training programmes, and incentive schemes for investors and animation studios/businesses.

Jamaica is particularly poised to take advantage of the opportunities in this industry as it (i) is close to major markets (ii) operates in the same time-zone (iii) shares common language and (iv) possesses cultural norms and tastes that are aligned with those of consumers in the large outsourcing markets of the western hemisphere.

2. PROJECT OBJECTIVES

The general 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 youth to improve their employability in the growing animation industry and provide critical skills to young entrepreneurs to bring ideas to market. These will be accomplished through implementation of activities under two sub-components.

- Sub-Component 1: Strengthening Animation Training programmes at all levels (curriculum support, upgrading of equipment and training of trainers).
- Sub-Component 2: Enhancing the Animation Industry by collaborating with key stakeholders, especially Jamaica Promotions Corporation (JAMPRO), Jamaica’s national investment and export promotion agency.

These initiatives will continue to build on continuing efforts to find pragmatic solutions to the challenges faced by the growing animation industry and capitalize on global opportunities that present themselves, as our network of contacts and

potential partners continues to expand. Together, all of these inputs will inform the development of a comprehensive **Animation Policy Concept Paper** and a **National Strategic Plan for the Jamaican Animation Industry**. The Policy Concept Paper is one of the first steps in the policy development process. A National Policy is defined as “a course of action to be taken by Government to resolve a given problem or interrelated set of problems. The policy is contained in a document which is subject to approval by the Cabinet and is tabled in the Houses of Parliament”.

3. CONSULTANCY OBJECTIVE(S)

The specific objectives of this consultancy are to assist the YEDA Project Implementation Unit (PIU) to:

- a. Conduct research into key policy and legislative frameworks locally and internationally that may be useful to adopt/adapt for use locally.
- b. Conduct consultations with key stakeholders in Jamaica and abroad to gather input and advice.
- c. Prepare responses to the Policy Unit of the OPM and to Cabinet queries regarding issues raised in the submission.
- d. Prepare a **Policy Concept Paper** for the local Animation Industry, detailing the nature of the problem to be addressed by the Policy and what approach is being contemplated to resolve it.

4. CHARACTERISTICS OF THE CONSULTANCY

a. TYPE OF CONSULTANCY

The work will be carried out by an Individual Consultant with expertise in formulating policies specifically for digital screen-based industries in developing countries, who shall provide advice and guidance in the review of the current state of the local animation industry, and recommend policies and legislation to support the development of the industry at the national level.

b. REPORTING RELATIONSHIP

The Consultant will report to the Project Manager of the Youth Employment in Digital and Animation Industries Project, in the YEDAI Project Implementation Unit (PIU), Office of the Prime Minister (OPM), while maintaining a functional relationship with the Film Commissioner/Creative Industries Manager at JAMPRO and Animation Specialist (PIU), the Strategic Planning Consultant, Policy Analyst (OPM), and other members of the PIU, for the coordination and execution of activities.

5. DURATION

The planned duration of the consultancy is five (5) months.

6. LOCATION OF WORK

The Consultant will work in part from his/her home base, and from whatever locations are necessary to facilitate in-country stakeholder consultations.

7. DUTIES AND RESPONSIBILITIES

The Consultant shall work closely with the YEDAI Project Implementation Unit, in particular the Strategic Planning Consultant, Animation Specialist, the Policy Analyst (OPM) and the Film Commissioner (Jamaica Promotions Corporation (JAMPRO)) and key stakeholders to be specified. The following are details of the work to be carried out.

- i. Prepare Work Plan and Inception Report.** Conduct inception meetings with the contracting authority and partners upon commencement of the Project to (i) review the process for conducting activities within the YEDAI Project; (ii) discuss the basis on which the work will be implemented; (iii) determine roles and responsibilities and (iv) develop work plan and timeline to includes measures for demonstrating enhancing capacity among key

stakeholders. A draft work plan and report on the outcome of the inception meeting(s) will be prepared by the Consultant and submitted to the YEDA Project.

- ii. **Conduct a comprehensive review** of both local and international research papers, background studies and reports, animation industry SWOT Analyses, intellectual property rights, regulatory frameworks for the industry, certification and standards for training programmes, incentive schemes for new and existing animation studios, relevant new and existing legislation that could be adopted, strategic plans, laws, acts and treaties, national policies, guidelines and statements and other policy positions to identify and confirm gaps, weaknesses, and priority needs for policy to address existing and potential development of the sector. Initial research was already undertaken by key stakeholders in the local Industry, which includes but not limited to:

- *Animation Background Study 2014 - The Development Bank of Jamaica*
- *Animation Sector Study 2013 – HEART Trust/NTA*
- *Development of the Industry Action Plan 2014 – World Bank*
- *Animation Industry Report 2018 – World Bank*

In addition, the consultant will review relevant documents to understand the strategic objectives, framework, work and context, and results of the YEDA Project. These include:

- *YEDA Project Appraisal Document 2014 and Restructuring Papers 2018 & 2019*
- *YEDA Project End of Activity Reports:*
 - *Business of Sustainability for Animation Studios Programme 2018 -2020*
 - *The Animation “Train The Trainers” Programme 2015-2018*
 - *Creative Industries Education and Employment Programme - 2017*

- *KingstOOn Animation Festival – 2016, 2019*
- *Stakeholder Consultation Meetings 2019 – KingstOOn Animation Festival*

To assist with the review, the consultant should also refer to the following:

- Intellectual property rights in Jamaica (Jamaica Intellectual Property Office), regulatory frameworks for the industry, certification and standards for training programmes (vocational and tertiary institutions), incentive schemes for new animation studios (the National Film Fund - JAMPRO), existing legislation that is relevant and transferable to the industry (Special Economic Zone Act), and other research conducted by key stakeholders in the Animation Industry.
- Legislative framework in countries such Canada, India, China, Singapore, Japan, South Korea and the Philippines that can be adapted to the Jamaican context.
- Review existing policies, guidelines and other documented policy positions and legislation, as well as fiscal and economic mechanisms/instruments and propose new policies, fiscal and economic mechanisms/instruments or relevant changes and make recommendations for the most appropriate amendments to existing legislative and/or new legislation.
- **Conduct consultations and workshops** with key stakeholders such as civil society, the financial sector, government entities, animation studios, educational institutions, broadcasting companies, and other key stakeholders (local and abroad) that could impact the sector, with a view to present and discuss initial findings, and gather input and advice, and map stakeholder interest in their own terms. This includes:
 - Planning and conceptualizing at least five (5) focus group workshops with different stakeholder groups.
 - Develop methodological tools required to conduct the workshops
 - Moderating the workshops.

- Document and analyse the information gathered from the workshops.
- Identify critical gaps, conduct a SWOT analysis and identify strategic opportunities.
- Conduct a stakeholder mapping of key partners, animation studios, animation programmes, broadcasters, government agencies, influencers, investors, and beneficiaries that could impact the development of the local industry.
- Recommend appropriate actions (modification, revisions or inclusion of new provisions) to existing relevant and related policies, guiding principles and statements.
- Recommend options for applicable/appropriate economic and fiscal instruments and regimes, including tax incentives or other concessions for businesses in consultation with critical Ministries with a view to explore how the recommendations can be ultimately legislated.
- Make recommendations for drafting new and amending existing relevant legislation, as well as streamlining the roles for and coordination across agencies.

In delivering this, the Consultant is expected to incorporate best fit/practices which are socially and culturally equitable, gender sensitive, ecologically effective, economically efficient and reflective of stakeholder needs and economic interests. The Concept Paper will consider all stakeholders/stakeholder groups, including animation training institutions, animation studios, industry associations, broadcasting companies, investors, and government agencies and their contribution to the formulation of the policy.

The consultant is also required to collaborate with all significant stakeholders and liaise with Project Consultants (to ensure synergies in the

outputs from the consultancies) and other industry related initiatives being undertaken by the Ministry of Culture, Gender, Entertainment and Sport, the Ministry of Industry, Commerce, Agriculture and Fisheries, and their agencies (eg. JAMPRO) that are involved in the development of the Creative Industries

- **Prepare the Draft Concept Paper** and Cabinet Submission based on 7(i) and 7(ii) above. Recommendations should be practicable in the near to medium terms (6 months – 5 years). The Concept Paper should include any initial research or consultations, i.e., the evidence on which the policy will be based. The policies referenced in the document will provide the most appropriate guidance for development /amendment of the legislative and regulatory framework. This concept paper will be the subject of a Cabinet Submission which if approved, will trigger the development of the policy by the responsible Ministry.

This shall be conducted with inputs/assistance from key stakeholders. The Concept Note will include:

- Explanation of the context and reality of the current state of the industry in Jamaica
 - Challenges faced by local animation studios, training institutions and other key stakeholders in Jamaica.
 - Best practices and case studies in different developing countries.
 - New strategies in terms of costs, cash flow, finance, procurements, and other guidelines or standards.
- **Submit a Final Concept Paper** addressing queries from Cabinet. The responses should be prepared in collaboration with the relevant stakeholders.
 - **Prepare Final Report** to detailing activities completed and outputs delivered, issues and challenges encountered,-lessons and best practices.

The Consultant is expected to compile electronically any documents that will serve to enhance the information base for preparation and implementation of the consultancy.

8. QUALIFICATIONS, EXPERIENCE AND COMPETENCIES

The consultant should ideally have:

a. QUALIFICATIONS

A Post Graduate Degree or equivalent in Public Policy or related field.

b. EXPERIENCE

- i. Successful completion of three (3) similar assignments, i.e. policy dialogue, analysis and formulation specifically for screen-based (film and animation) industries in developing countries/emerging markets.
- ii. At least five (5) years' experience working in close collaboration with animation stakeholders in Jamaica, the Caribbean, or other emerging markets specifically in the digital screen-based industries.

c. COMPETENCIES

- i. Demonstrated knowledge and understanding of key policy issues in the global creative/animation sectors, including labour practices that govern these sectors.
- ii. Demonstrated knowledge and understanding of international tax credits, tax rebates, direct subsidies for animation/film studios at both the local and international levels.
- iii. Demonstrated knowledge of the state of the Jamaican/Caribbean creative, digital sectors, including labour practices that govern these sectors.
- iv. Extensive knowledge of developmental models (government and/private sector) that have been used in countries such as Canada, India, China, Singapore, Japan, South Korea, Ireland, and the

Philippines to foster growth in the creative industries, including policies, treaties and laws governing screen-based industries.

- v. The consultant must have a sound understanding of local and international policies, treaties and laws governing the animation and film Industries.
- vi. Proven experience working with a wide range of stakeholders from public and private sectors to generate a collective effort.
- vii. Excellent research skills, including desk research, interviewing skills, focus group facilitation.
- viii. Strong analytical and problem-solving skills.
- ix. Strong oral and written communication and presentation skills
- x. Proficiency in **English** (spoken and written).

9. DELIVERABLES AND TIMELINES

A lump sum contract will be awarded to the selected Individual Consultant based on technical merit. Payments shall be made as established based on satisfactory completion and acceptance of the following:

Deliverable	Activities	Timeline for Submission	Payment
Inception Report and Work Plan outlining key deliverables, timelines, contextual analysis	<p>2 Weeks</p> <ul style="list-style-type: none"> Preparation and Initial Consultation with the YEDAI Project and JAMPRO 	End of Week 2	15%
Review, Assess and Analyze existing research	<p>4 Weeks</p> <ul style="list-style-type: none"> Comprehensive review of existing local and international studies and animation Policies. Review of YEDAI Project Appraisal Document, Restructuring documents, activity reports, Prepare a detailed report of initial findings and analysis. 	End of Week 6	20%
Stakeholder Consultations	<p>4 Weeks</p> <ul style="list-style-type: none"> Hold consultations with stakeholders This should be in the form of at least five (5) focus group workshops. 	End of Week 10	20%

	<ul style="list-style-type: none"> Analyse feedback from the different sources. Prepare a detailed Inception Report of findings and recommendations based on stakeholder consultations 		
Draft Policy Concept Note	<p>4 weeks</p> <p>Prepare the draft Concept Paper guided by the scope of work.</p> <ul style="list-style-type: none"> Collect and update feedback from stakeholders to advance from draft to Cabinet Submission. Prepare Cabinet Submission. 	End of week 14	15%
Final Policy Concept Paper	<p>4 weeks</p> <ul style="list-style-type: none"> Submit a Final Concept Paper based on comments and queries from Cabinet. 	End of Week 18	15%
Final Report.	<p>2 weeks</p> <ul style="list-style-type: none"> Prepare Final Report to contain activities and outputs delivered, issues and challenges encountered. 	End of Week 20	15%

10. COORDINATION

The Project Manager (Youth Employment in the Digital and Animation Industries Project - OPM) will coordinate the review and approval of all deliverables prepared and submitted by the Consultant. All deliverables, in Microsoft Word Format, are to be submitted electronically to the Project Manager.

11. EVALUATION CRITERIA

	Criteria	Points
1.	A Post Graduate Degree or equivalent in Public Policy or related field	[10]
2.	Successful completion of three (3) similar assignments, i.e. policy dialogue, analysis and formulation specifically for screen-based (film and animation) industries in developing countries/emerging markets.	[10]
3.	At least five (5) years' experience working in close collaboration with animation stakeholders in Jamaica, the Caribbean, or other emerging markets specifically in the digital screen-based industries.	[10]
4	Proven track record executing assignments of a similar nature via three (3) client references. The formula for determining the client reference score is calculated as follows: Client Reference Score = (Total Score of Reference 1 + Total Score of Reference 2 + Total Score of Reference 3) x 5 / 36	[10]
5.	Demonstrated knowledge and understanding of key policy issues in the global creative/animation sectors, including labour practices that govern these sectors.	[10]
6.	Demonstrated knowledge and understanding of international tax credits, tax rebates, direct subsidies for animation/film studios at both the local and international levels.	[10]
7.	Demonstrated knowledge of the state of the Jamaican/Caribbean creative, digital sectors, including labour practices that govern these sectors.	[5]
8.	Extensive knowledge of developmental models (government and/private sector) that have been used in countries such as Canada, India, China, Singapore, Japan, South Korea, Ireland, and the Philippines to foster growth in the creative industries, including policies, treaties and laws governing screen based industries.	[5]
9.	The consultant must have a good understanding of local and international policies, treaties and laws governing the animation and film Industries.	[5]

10.	Proven experience working with a wide range of stakeholders from public and private sectors to generate a collective effort.	[5]
11.	Excellent research skills including desk research, interviewing skills, focus group facilitation.	[5]
12.	Strong analytical and problem-solving skills.	[5]
13.	Strong oral and written communication and presentation skills	[5]
14.	Proficiency in English (spoken and written)	[5]
	TOTAL 100 Marks	
	The minimum qualifying score: 75	

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

This form is used to obtain information regarding the Consultant’s employment with your organization specifically in the areas of policy dialogue, analysis and formulation for screen-based (film and animation) industries in developing countries/emerging markets. This information will be used solely for the purpose of evaluation the Consultant’s experience.

Reference for:

NAME: _____

ADDRESS: _____

- 1. Was the Consultant employed by your organization to facilitate policy dialogue, analysis and formulation specifically for screen-based (film and animation) industries in developing countries/emerging markets?**

No [] Yes []

- 2. What was the Title of the Consultancy?**

- 3. What was the nature of the assignment - specific duties and responsibilities?**

4. What were the dates of employment for the assignment(s)?

From: _____ To: _____
(MM/YYYY) (MM/YYYY)

Please rate the Consultant by circling the relevant score.

Excellent = 4 Good = 3 Satisfactory = 2 Unsatisfactory = 1

5. Knowledge and understanding of key policy issues in the global creative/animation sectors, including labour practices that govern these sectors.	4	3	2	1
6. Knowledge and understanding of international tax credits, tax rebates, direct subsidies for animation/film studios at both the local and international levels.	4	3	2	1
7. Knowledge of developmental models (government and/private sector) to foster growth in the creative industries, including policies, treaties and laws governing screen-based industries.	4	3	2	1
8. Research skills including desk research, interviewing skills, focus group facilitation.	4	3	2	1
9. Analytical and problem-solving skills.	4	3	2	1
10. Oral and written communication and presentation skills (proficiency in English)	4	3	2	1

11. Would you recommend the services of this individual to conduct policy dialogue, analysis and formulation for screen-based (film and animation) industries in developing countries/emerging markets?

No [] Yes []

12. Please give general comments on this individual's performance

stamp/seal here

NAME: _____

SIGNATURE: _____

TITLE: _____

COMPANY: _____

ADDRESS: _____

EMAIL: _____

CONTACT NO: _____