



OFFICE OF THE PRIME MINISTER

REQUEST FOR EXPRESSIONS OF INTEREST

DEVELOPMENT OF A NATIONAL STRATEGIC PLAN FOR THE ANIMATION INDUSTRY IN JAMAICA

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|-------------------------|--|
| COUNTRY | JAMAICA |
| PROJECT | YOUTH EMPLOYMENT IN THE DIGITAL AND ANIMATION INDUSTRIES |
| IBRD LOAN NO. | 84050 |
| COMPONENT | SKILLS AND CAPACITY TO ENHANCE EMPLOYABILITY AND ENTREPRENEURSHIP |
| BID NO. | JM-OPM-146982-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 Consultant will:

- a. Undertake a situation analysis of the YEDAI Project to date;
- b. Prepare a detailed costed National Strategic Plan for the Jamaican Animation Industry for 5 years in the first instance, with a view to integrate same into the Government of Jamaica’s Strategic Planning cycle, including:
 - i. Vision and goals for the growth and sustainability of the industry.
 - ii. A detailed and costed Action Plan for the next 5 years, including a Risk Assessment, Results Framework and supporting indicators, and a Monitoring and Evaluation Plan to support the implementation of the Action Plan.

The Office of the Prime Minister (OPM) now invites eligible individuals (“Consultants”) to indicate their interest in providing the Services. **Interested Consultants should provide a 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 Strategic Planning / Management / Business Administration or equivalent.
- ii. Successful completion of two (2) similar assignments, i.e. developing strategic plans / business plans.

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, 9:00 a.m. to 5:00 p.m. and on Fridays, 9:00 a.m. to 4:00 p.m.

Office of the Prime Minister
Youth Employment in the Digital and Animation Industries Project
Attn: Procurement Specialist
HEART/NSTA Trust Building
47b South Camp Road
Kingston 4
Jamaica
Tel: 1876-383-8201
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 **February 2, 2021**. 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.

TERMS OF REFERENCE

Development of a National Strategic Plan for the Animation Industry in Jamaica

Individual Consultant

IBRD Loan Number 8405-JM

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

Office of The Prime Minister (OPM)

2. BACKGROUND

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

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.

3. 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 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 **Policy Concept Paper** and **National Strategic Plan** for the local animation industry.

4. CONSULTANCY OBJECTIVE(S)

The general objective of the consultancy is to develop and launch a National Strategic Plan (costed) for the development of the Jamaican Animation Industry. The NSP should be aligned to existing frameworks for Vision 2030 among other national development plans, as well as identify a tailored and budgeted roadmap for implementing agencies.

The Consultant will:

- a. Undertake a situation analysis of the YEDAI Project to date;
- b. Prepare a detailed costed National Strategic Plan for the Jamaican Animation Industry for 5 years in the first instance, with a view to integrate same into the Government of Jamaica's Strategic Planning cycle, including:
 - i. Vision and goals for the growth and sustainability of the industry.
 - ii. A detailed and costed Action Plan for the next 5 years, including a Risk Assessment, results framework and supporting indicators, and a Monitoring and Evaluation Plan to support the implementation of the Action Plan.

5. CHARACTERISTICS OF THE CONSULTANCY

a. TYPE OF CONSULTANCY

The work will be carried out by an Individual Consultant with expertise in formulating and costing results-based National Strategic Plans guided by the Animation Policy Concept Paper and recommend strategic directions for development at the country level.

b. REPORTING RELATIONSHIP

The Consultant will report to the Project Manager of the Youth Employment in Digital and Animation Industries Project, in the Project Implementation Unit (PIU), Office of the Prime Minister (OPM), while maintaining a functional relationship with the Jamaica Promotions Corporation (JAMPRO) for sector-specific subject matter input, and Animation Specialist and other members of the PIU-OPM, for the coordination of execution of activities.

6. DURATION

The planned duration of the consultancy is four (4) months commencing from the award of the contract.

7. LOCATION OF WORK

The consultant may work remotely or from the JAMPRO or the OPM Offices, subject to agreed arrangements.

8. DUTIES AND RESPONSIBILITIES

The Consultant will:

7.1 Conduct a Situational Analysis of the local animation industry

7.2 Develop a comprehensive methodology and work plan that facilitates participatory and evidenced-based development of the strategic business plan for the Animation Industry

7.3 Conduct a Desk review/collect, organise and synthesize available information on the animation industry in Jamaica and internationally to facilitate benchmarking best practices for adoption/adaption

7.4 Through a consultative process, involving stakeholders and using appropriate tools, identify focus areas and develop strategic objectives and key result areas for the Animation Industry over the next five (5) years. Consideration should be given to:

- Capacity development needs;
- Curricular and infrastructure improvements for training institutions, to bring them in line with international standards;
- Stakeholder mapping of strategic partnerships (including investors, influencers, broadcasters, financial institutions, training institutions, animation studios, industry associations, government agencies, etc.) that will have an impact on the development of the industry.

7.5 Review all relevant documents available to understand the strategic objectives, framework, work and context, and results of the YEDAI Project. These include:

- *YEDAI Project Appraisal Document 2014 and Restructuring Papers 2018 & 2019*
- *YEDAI 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 and the establishment of the Animation Industry Working Group Report (2019)*
- *Korea – World Bank Partnership with Youth Animation Industry Jamaica Completion and Results Report (2018)*
- Local research (including but not limited to background studies and reports):
 - *Animation Background Study 2014 - The Development Bank of Jamaica*
 - *Animation Sector Study 2013 – HEART/NSTA Trust*
 - *Development of the Industry Action Plan 2014 – World Bank*
 - *Animation Industry Report 2018 – World Bank*
 - *Creative and Cultural Industries (CCI) Mapping study currently being developed by Jamaica Business Development Corporation and British Council.*
- Relevant international research relevant to development of the local industry;

7.6 Review Legal/regulatory frameworks for the creative industries and relevant/existing legislation that is transferable to the animation industry (e.g. Intellectual property rights legislation, Fiscal Incentives Act, Productive Inputs Relief, the Jamaica Screen Fund, Special Economic Zone Act etc),

7.7 Review Legislative framework and samples of Strategic Plans in countries such as Canada, India, China, Singapore, Japan, South Korea and the Philippines that can be adapted to the Jamaican context.

7.8 Conduct a Comparison of certification and standards of local and international training programs (vocational and tertiary institutions).

- 7.9 Conduct consultations as necessary with selected stakeholders for the purpose of clarification of issues raised in any of the referenced reports, that could impact the implementation of the National Strategic Plan. This is with a view to generate buy-in from stakeholders in the 5-year implementation period.
- 7.10 Prepare the draft Animation Industry National Strategic Plan (costed) detailing a pragmatic roadmap outlining actions and processes, governance/decision making structure, detailed budget, risk assessment plan, monitoring and evaluation plan, and resources required of all players in the environment/ ecosystem in order to generate cohesive development and advance the ecosystem towards global best practices. This shall be conducted with reference to the Animation Policy Concept Paper and consultations held with Key Stakeholders.
- 7.11 Develop key performance indicators for the implementation of the strategic plan.
- 7.12 Present the draft National Strategic Plan to industry stakeholders with a view to generate buy-in of the expected roles and responsibilities in implementation of the Plan.
- 7.13 Finalize the Animation Industry National Strategic Plan (AINSP) for submission to The Cabinet Office.
- 7.14 Submit Monthly Status Reports reflecting achievements and progress.
- 7.15 Submit End of Activity report detailing outputs delivered, issues and challenges encountered, lessons learnt and best practices for updating the Strategic Plan.

NOTE: The working and written language is **English**.

9. QUALIFICATIONS, EXPERIENCE AND COMPETENCIES

The consultant should ideally have:

a. QUALIFICATIONS

A Post Graduate Degree or equivalent in Strategic Planning / Management / Business Administration or equivalent.

b. EXPERIENCE

- i. Successful completion of two (2) similar assignment, i.e. developing strategic plans / business plans.
- ii. Proven track record executing assignments of a similar nature via two (2) client references.
- iii. Five (5) to ten (10) years' work experience in Jamaica, the Caribbean, or other emerging markets in the creative sector;
- iv. Knowledge and experience in results-based planning and management (RBM) methodology.
- v. Experience in the digital screen-based industries is an asset.

c. COMPETENCIES

- i. Demonstrated knowledge and understanding of international trends and industry best practices in the global screen-based industries, including but not limited to labour practices, public policy, incentives, tax regimes, and/or any other systems that govern these sectors.
- ii. Knowledge and understanding of the digital screen-based industries in Jamaica, the Caribbean, or other emerging markets.
- iii. 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.
- iv. Experience working with a wide range of stakeholders from public and private sectors.
- v. Excellent research skills including desk research, interviewing skills, focus group facilitation.
- vi. Strong analytical and problem-solving skills.
- vii. Strong written and oral communication skills: must be proficient in English.

10. 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 | Approach | Timeline for Submission | Payment |
|--|--|--------------------------------|----------------|
| Initial meetings with YEDAI and JAMPRO, Literature Review and Inception Report | <p>4 Weeks</p> <ul style="list-style-type: none"> • Preparation and Initial Consultation with the YEDAI Project and JAMPRO • Comprehensive literature review of existing studies, reports, policies, and data of the local animation industry policies. • Inception Report outlining key deliverables, timelines and contextual analysis | End of Week 4 | 20% |
| Draft Strategic Plan, incorporating initial meetings and consultations, review of the Animation Policy Concept Paper, and incorporation of the recommendations identified in prior reports and from international best practice, with input from the Animation Industry Working Group and core partners. | <p>4 weeks</p> <ul style="list-style-type: none"> • Stakeholder Consultation Meetings • Review of Animation Industry Policy Concept Note • Formulate National Strategic Plan which is aligned to existing frameworks for Vision 2030, incorporating recommendations identified in prior reports and form international best practices, and include Risk Assessment and Monitoring and Evaluation plan. | End of week 8 | 30% |

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| | <ul style="list-style-type: none"> Collect and update feedback from Key Stakeholders and core partners to advance from draft to final. | | |
| Final Report. This should incorporate the feedback from the first draft and any corrections or amendments required. | 4 weeks Prepare Final Report on Consultancy to include activities and outputs delivered, issues and challenges encountered, recommendations for improving the Strategic Plan formulation process. | End of Week 12 | 30% |
| Industry Presentation | 4 weeks Organize and participate in a Forum to present the draft National Strategic Plan to industry stakeholders with a view to generate buy-in of the expected roles and responsibilities in implementation of the Plan. | End of Week 16 | 20% |

11. COORDINATION

The Consultant shall work closely with the YEDAI Project Implementation Unit, in particular the Animation Policy Consultant, Animation Specialist of the YEDAI Project; with the Jamaica Promotions Corporation (JAMPRO), in particular the Film Commission, the Corporate Initiatives Unit, and the Policy and Business Advocacy Unit; and Key Stakeholders to be specified.

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 shall be submitted electronically in Microsoft Word Format, to the Project Manager.

12. EVALUATION CRITERIA

| | Criteria | Points |
|----|--|---------------|
| 1. | A Post Graduate Degree or equivalent in Strategic Planning / Management / Business Administration/Creative sector or equivalent. | [5] |
| 3 | Proven track record executing assignments of a similar nature via two (2) client references. The formula for determining the client reference score is as follows: Client Reference Score = (Total Score of Reference 1 + Total Score of Reference 2) x 10 / 36 | [5] |
| 4. | Five (5) to ten (10) years' work experience in Jamaica, the Caribbean, or other emerging markets in the creative sector; <ul style="list-style-type: none"> • 5 years: 5 marks • 6 years: 6 marks • 7 years: 7 marks • 8 years: 8 marks • 9 years: 9 marks • >=10 years :10 marks | [10] |
| 5. | Demonstrated knowledge and understanding of international trends and industry best practices in the global screen-based industries, including but not limited to labour practices, public policy, incentives, tax regimes, and/or other systems that govern these sectors. | [20] |
| 6. | Knowledge and understanding of the digital screen-based industries in Jamaica, the Caribbean, or other emerging markets. | [20] |
| 7. | 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 | [20] |

| | | |
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| | industries, including policies, treaties and laws governing screen based industries. | |
| 8. | Excellent research skills including desk research, interviewing skills, focus group facilitation. | [10] |
| 9. | Strong written and oral communication skills: must be proficient in English. | [10] |
| | 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 Strategic Planning. This information will be used solely for the purpose of evaluation the Consultants experience.

Reference for:

NAME: _____

ADDRESS: _____

- 1. Was the Consultant employed by your organization to formulate strategic plans/
business plans?**

No [] Yes []

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

3. What were the dates of employment/engagement for this assignment?

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

Please rate the Consultant by circling the relevant score.

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

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|---|---|---|---|---|
| 1. Knowledge and experience in results-based planning and management (RBM) methodology. | 4 | 3 | 2 | 1 |
| 2. Knowledge and understanding of international trends and industry best practices in the global screen-based industries, including but not limited to labour practices, public policy, incentives, tax regimes, and/or any other systems that govern these sectors. | 4 | 3 | 2 | 1 |
| 3. Knowledge and understanding of the digital screen-based industries in Jamaica, the Caribbean, or other emerging markets. | 4 | 3 | 2 | 1 |
| 4. 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. | 4 | 3 | 2 | 1 |
| 5. Experience working with a wide range of stakeholders from public and private sectors. | 4 | 3 | 2 | 1 |
| 6. Excellent research skills including desk research, interviewing skills, focus group facilitation. | 4 | 3 | 2 | 1 |
| 7. Strong written and oral communication skills: must be proficient in English. | 4 | 3 | 2 | 1 |

4. Would you recommend the services of this individual to formulate strategic plans/ business plans, for screen-based (film and animation) industries in developing countries/emerging markets?

No Yes

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

stamp/seal here

NAME: _____

SIGNATURE: _____

TITLE: _____

COMPANY: _____

ADDRESS: _____

EMAIL: _____

CONTACT NO: _____