

TERMS OF REFERENCE

PROJECT MANAGER TO MANAGE THE DEVELOPMENT APPLICATION REVIEW PROCESS (DARP) PROJECT AND IMPLEMENTATION OF AMANDA PUBLIC PORTAL II

1. SERVICES REQUIRED

The Government of Jamaica (GOJ), represented by the Office of the Cabinet (OoC), seeks proposals from individuals ('Project Manager') to provide project management, administrative and information technology expertise to manage the Development Application Review Process (DARP) Project. The successful applicant is required to provide support and recommendations to the effective implementation of reforms under the National Building Code and the Building Act (2018) in particular, execution of the activities under the Building Practitioners Board. Also critical is the support to initiatives aimed at improving the construction permitting process, to include the supervision of the AMANDA 7 upgrade and the operationalization of the Jamaica Development Applications Portal (JDAP).

The Project Manager is expected to be engaged for a period of one (1) year in the first instance, with renewal subject to quality and timely execution of work, targets and deliverables. In administering the required functions, the PM will be supported by two (2) Project Coordinators, 1 Project Assistant (Executive Assistant) and 1 Administrative Assistant.

2. BACKGROUND

In 2007, a review spearheaded by the Office of the Cabinet revealed a number of inefficiencies in the development application review process that caused unnecessary delays in the processing of applications for development and environmental permits. This resulted in frustration amongst developers and the facilitation of an environment that was not conducive to development.

In December 2013, in response to continued complaints from the private sector, the GOJ established a committee that put forward a suite of initiatives to improve the development approval process. The Government of Jamaica committed through Cabinet Decision No 43/14 to the

implementation of these initiatives, designed to address the prevalence of inefficiencies in the system. Accordingly, the following was recommended:

- The revision of legislations to support sustainable planning and development and the Development Applications Review Process – The Building Act, Local Improvement Act, Town & Country Planning Act etc.
- The review and enhancement of the spatial planning framework i.e Development Orders, preparation of a National Spatial Plan, development of a National Spatial Planning Information Technology Framework
- Procurement of the AMANDA (Applications Management and Data Automation) to automate the DARP for users within NEPA, referral agencies and the Local Authorities, but also facilitate the online tracking of applications by applicants. This ease of doing business could also facilitate an increase in the country’s doing business ratings.

The promulgation of the Building Act (2018) has since been completed with the drafting of some regulations to support its operationalization, at an advanced stage. Likewise, the National Environment and Planning Agency (NEPA) through consultations with the Local Authorities has also completed the review of several Development Orders, with some pending further adjustments.

The National Spatial Plan (NSP) is a significant instrument in guiding development at the national level. As such, the completion of the drafting of technical papers in this regard is marked as an important milestone. Notwithstanding, the review of these papers by stakeholders is incomplete. This will then be succeeded by the writing of the Plan. The importance of this process must be underscored, as the spatial components and inputs of the NSP are what will be represented in the National Spatial Plan Information Technology Platform (NSPIT); to drive and give relevance to this tool. The NSPIT is set to revolutionize Jamaica’s spatial landscape and considerably enhance data-driven analyses and decision-makings.

On the other hand, it must be noted that while AMANDA has been implemented in at least eleven (11) referral agencies, thirteen (13) Municipal Corporations (formerly called Parish Councils), the Portmore City Municipality and a local planning authority (Negril Green Island Planning Authority), there are a number of issues which continue to adversely impact its use. This is a major concern as with the “soft” launch of the Jamaica Development Applications Portal (JDAP), the

issue transcends AMANDA into this new platform. Primarily, as the JDAP was implemented to facilitate online payment, processing and tracking of environmental and development applications. The full operationalization and use of the JDAP and AMANDA will therefore considerably improve Jamaica's Doing Business ratings. As such, there have been several infrastructural investments (improved broadband support, procurement of computers and other equipment) to encourage use. Migration to AMANDA 7 by later 2020 is also proposed to drastically improve the ease of use, look, and feel of the AMANDA platform.

“Soft” approaches have also been initiated to include the “Go Deep” Initiative, primarily comprised of a Change Management, Strategic Planning, Legislative Review and a Business Process Review and Reengineering consultancy. The latter commenced in July 2020 with the other engagements pending.

In light of the above, dedicated personnel are required to guide the successful implementation of the various initiatives under the Development Applications Review Project. As such, the body of work to be undertaken to improve the DARP outlined within a Project Management Implementation Plan includes:

- I. Updating the DARP Implementation Plan (2015-2018) for a further 3year period, through consultations with all relevant stakeholders. Update should include status of the existing Plan. Implementation Plan must:
 - 1) Clearly define strategies for efficient implementation of reforms under the Building Act, particularly the Building Practitioners' Board and National Building Code
 - 2) Outline strategies for the streamlining and standardization of business processes to include building, subdivisions, environmental and planning applications through collaboration with the Business Process Review and Re-engineering Consultant;
 - 3) Identify and outline strategies and Action Plan for the implementation of “to be” processes recommended through the Business Process Review and Reengineering Consultancy.
 - 4) Propose initiatives and provide technical support to the implementation of activities which promote strengthening the capacities of the NEPA and the Municipal Corporations to effectively carry out their role in the development approval process
 - 5) The development of an effective planning framework and instruments;

- 6) Demonstrate strategies and action for full roll out of JDAP to other entities after the initial pilot phase.
- 7) Clearly define strategies to support to the implementation of AMANDA 7 and operationalization of the JDAP;
- 8) Creation of project implementation matrix to guide project team on their assigned tasks and timeline to complete activities to minimize or eliminate project delays
- 9) Monitor and evaluate implementation recommending adjustments where necessary to meet project deliverables;
- 10) Identify potential threats to the DARP (including AMANDA & JDAP) project devising strategies to mitigate against these strategies;
- 11) Provide general oversight to the payment portal arrangements to ensure timely payment of invoices and reconciliation of funds consistent with application uploads;

The Project Manager is therefore being hired to:

- I. Provide support to the Ministry of Local Government & Community Development /Ministry of Economic Growth & Job Creation, Local Authorities, NEPA and related agencies in the management of the implementation of the DARP Project as outlined in the Project Implementation Management Plan 2015-2018.
- II. Subsequently, provide technical support to the implementation of initiatives proposed under the updated DARP Project Implementation Plan (2020-2023)
- III. Provide oversight to:
 - ⇒ Successful implementation of and guide reforms under the Building Act (2018) to include the Building Practitioners Board,
 - ⇒ Drafting of regulations under the Building Act (2018)
 - ⇒ Maintenance of an up-to-date register of Building Practitioners registered under the Building Act (2018)
 - ⇒ The establishment of guidelines regarding a licencing system for Building Practitioners
 - ⇒ The prescription of procedures to be followed in disciplinary proceedings against Building Practitioners in relation to professional misconduct
 - ⇒ Determining qualifications, requirements and other criteria for the licencing of Building Practitioners

- ⇒ Defining and establishing categories of Building Practitioners determining the scope of building work each category of practice of Building Practitioners shall be licenced to perform;
- IV. Provide support as necessary or desirable to assist the Building Practitioners Board in carrying out its functions
- V. Provide support to and track the updating of other legislations under the DARP - Local Improvement Act, and Town & Country Planning Act
- VI. Track National Spatial Plan and the National Spatial Planning Information Technology Projects, respectively, providing monthly updates.
- VII. Track the preparation, updating and completion of Development Orders,
- VIII. Coordinate upgrade of current AMANDA 6 platform to AMANDA 7
- IX. Oversee the AMANDA 7 Integration
- X. Provide Project Management and information technology expertise to support the operationalization/ integration of the Jamaica Development Applications Portal (JDAP) in the operations of the pilot Municipal Corporations (KSA, St.James, St.Ann) and roll out to all other Local Authorities by 2021.
- XI. Provide support to guide the full operationalization of the JDAP
- XII. Provide support to AMANDA GO Deep Initiatives to include Business Process Review & Reengineering, Change Management, Strategic Planning and Legislative Review, within the pilot MCs

3. ASSIGNMENT OBJECTIVES

The Project Manager is expected to work with all stakeholders of the DARP project in both public and private sectors; as well as liaise with all related consultants to coordinate the implementation of all components of the project. These components include the following:

- I. Coordinate and manage the implementation of the DARP Implementation Management Plan. List of its attendant activities briefly stated at Item 2 of the TOR.
- II. Support implementation and operationalization of reforms under the Building Code, and Building Act (2018) namely the Building Practitioners Board

- III. Coordinate training support to the sensitization of Building Practitioners on the Building Act (2018) and National Building Code
- IV. Work closely with the Business Process Review and Re-Engineering Consultants to ensure accurate alignment with and reflection of “to be” processes with project objectives and deliverables.
- V. Support implementation of Business Process “to be” processes recommended under the Go Deep consultancy
- VI. Ensure that the AMANDA 6 Back Office is prepared for transition to AMANDA7.
- VII. Project manages the JDAP “Go Live” and AMANDA 7 Implementation.
- VIII. Manage the coordination of training of users of the back office and sensitization of key stakeholders on the use and benefit of JDAP.
- IX. Support the Technical Team in preparing recommendations to improving the ICT capacity of the Municipal Corporations and NEPA to support the use of AMANDA.
- X. Design a robust monitoring and evaluation framework for key performance indicators of the project’s deliverables

4. SCOPE OF WORK

The Project Manager has the overall responsibility for the successful initiation, planning, design, execution, monitoring, controlling and closure of the projects identified in the DARP Implementation Plan. In keeping with the assignment objectives, the Project Manager will be required to produce a Work Plan, in accordance with Project Management standards.

Inception Phase:

- Conduct inception meetings with the Building Practitioners Board, AMANDA Project Team, and DARP Project Steering established to give oversight to the DARP.
- Collect and review all relevant project background reference documents including strategies, legislation, policies and other reports deemed necessary to carry out the assignment

- Consult with multiple pertinent stakeholders who will be involved at various stages of the engagement including but not limited to:
 - The Building Practitioners’ Board
 - The Local Authorities
 - The Ministry of Local Government & Community Development
 - The Ministry of Economic Growth & Job Creation
 - The National Environment & Planning Agency
 - JAMPRO
- Prepare an Inception Report which should also include data gaps, a list of the information required in order to undertake the assignment, identified actions required of other agencies and the limitations of the assignment.

In addition, the Project Manager will be expected to work closely with all stakeholders for the DARP to:

- Prepare detailed methodology and Work Plan which will deliver the projects on target and per specifications;
- Develop and maintain project documents to include project management plan and schedules. Project Plan must be in accordance PMI principles and guidelines;
- Clearly define strategies for efficient implementation of reforms under the Building Act (2018) – Building Practitioners Board
- Successful applicant will be required to attend Building Practitioners Board meetings as required and provide requisite support and guidance to facilitate its effective running
- Develop a Maintenance and Sustainability Plan for and reforms under the Building Act, and the JDAP platform
- Consult all stakeholders to update DARP Implementation Plan (2015-2018) for a further 3year period (2020-2023) .Update should include status of the existing Plan.
- Attend DARP Steering Committee meetings and make presentations as necessary
- Facilitate user/ client reporting, tracking; and document JDAP/ AMANDA system issues and corresponding solutions to address functionality issues identified

- Prepare JDAP and AMANDA Back Office training demo to facilitate training within the Local Authorities and Commenting Entities. Hard copies of these training manuals are also required;
- Develop tools to monitor the use of the JDAP and AMANDA platforms for user feedback.
- Development of a Refund Policy consistent with GoJ guidelines, to support refund of payments made through the JDAP Payment Portal;
- Monitor and track progress of JDAP and AMANDA 7 implementation across Municipal Corporations;
- Ensure that work done by contractors is verified by interfacing and engaging regularly with business users;
- Ensure that all project outputs are achieved as identified in the Project Plan document. Recommend changes to the project in accordance with output delivery;
- Escalate issues to the Technical Working Team to maintain project targets;
- Draft Terms of Reference (ToRs) for specialists/consultants to be engaged to undertake specific assignments, if required;
- Prepare and submit Monthly Reports, and other *ad hoc* reports providing information on the progress of implementation, challenges, recommendations, etc.
- Attend meetings, seminars, etc., and make presentations to stakeholders, where necessary;
- Organize and coordinate evaluation of the project;
- Organize and/or deliver training/sensitization programmes to relevant stakeholders.
- Undertake any other activity that may be necessary for the effective management of the project, as directed by the Technical Working Group;
- Establish and utilize a Monitoring and Evaluation Framework; and
- Supervise the Project Coordinators and other project staff that will be hired via the Foundations for Competitiveness & Growth Programme (FCGP)

5. DELIVERABLES

5.1. Deliverables submitted under this assignment are expected to conform to the following document submission standards:

- Use language appropriate for a non-technical audience

- Be comprehensive, properly formatted and well presented; and
- Provide justifications and reliable references

All submissions must show evidence of consultation.

Deliverables should be presented in draft for review and approval prior to the finalized deliverable being submitted. Once approved, deliverables should be submitted in an electronic editable format along with the relevant invoice for payment.

The key deliverables under this project are as specified in the table below:

Key Deliverables	Performance Standards	Target Due Dates	Review Period	Payment
1. Inception Report, Stakeholder Engagement and Work Plan	The Inception Report should identify in detail the approach methodology for developing the required deliverables, and the outline of each deliverable with description of detailed work to be undertaken; in addition to the meetings that are required. It should also identify the current As-Is challenges and include an initial assessment of what may be the noticeable constraints in meeting the project deliverables. Work Plan submitted within the agreed timeframe and format i.e. Microsoft Project.	2 weeks after the contract start date	2 weeks	5%
2. Detailed Project Management Plan	The Project Management Plan must conform to accepted project management standards, identifying how and when the project objectives	6 weeks after the contract start date	2 weeks	10%

Key Deliverables	Performance Standards	Target Due Dates	Review Period	Payment
	<p>will be achieved; clearly defining the deliverables, milestones, activities and resources required for successful project execution; and must, at a minimum, detail how the following will be addressed under the project.</p> <p>Development of a matrix in this regard is integral to keeping track of progress and resources or stakeholder actions required to meet deliverables</p>			
3. Monthly Progress Reports	<p>Reports must include, <i>inter alia</i>, information on actual versus planned performance benchmarked against project schedule, scope changes, issues, risks and recommendations to address challenges and move project forward. The Reports must also give a clear picture of project status level of implementation reached at the particular juncture. All reports must be benchmarked against intended deliverables of the agreed project plan.</p> <p>Reports must be completed according to project management industry standards, documenting the project history through maintenance of</p>	Monthly after the approval of Inception Report and Work Plan and on the last day of each month until the end of the contract.	1week	36%(3% each report)

Key Deliverables	Performance Standards	Target Due Dates	Review Period	Payment
	<p>registers for change, issues, risks and lessons learnt.</p> <p>Progress Reports submitted in agreed format</p>			
4. Implementation Plan	<p>Consult all stakeholders to update DARP Implementation Plan (2015-2018) for a further 3year period. Update should include status of the existing Plan.</p> <p>Implementation Plan must:</p> <p>1) Clearly define strategies for efficient implementation of reforms under the Building Act – Building Practitioners Board</p> <p>2) Demonstrate strategies and action for full roll out of JDAP to other entities after the initial pilot phase.</p>	4months after contract start date	4weeks	10%
5. Monitoring and Evaluation Framework	<p>Framework must include information on baseline, targets, how often will they be measured, who will be responsible for measuring them, etc.</p> <p><u>Risk Management Strategy –</u></p> <p>Risks to the achievement of project outputs and outcomes should be identified and quantified. Practical Strategies should be developed and</p>	6 months after the contract start date	2weeks	10%

Key Deliverables	Performance Standards	Target Due Dates	Review Period	Payment
	documented to manage these risks should they arise			
6. Transition Plan & Report	<p>1) Transition Plan:</p> <ul style="list-style-type: none"> • Must define clear and practical strategies and Action Plan for full operationalization and implementation of reforms under the Building Act (2018) and Building Code • Showing integration of AMANDA 7 in all operations of the MCs, NEPA, MLGCD and the MEGJC <p>2) Transition report:</p> <ul style="list-style-type: none"> • Detailing strategies for the adoption/ implementation of recommendations from the Go Deep consultancies, namely Business Process Review and Reengineering in the first instance • Detailing the integration of AMANDA 7 in the 	7 months after the contract start date	2 weeks	10%
				5%

Key Deliverables	Performance Standards	Target Due Dates	Review Period	Payment
	MCs, NEPA, MLGCD and the MEGJC			
7. Project Close out Report	Document challenges, mitigating strategies, recommendations, evaluation of the project implementation. This must be benchmarked against the agreed Project Plan. Document should be done in accordance with agreed international standard	At end of contract	2weeks	14%

6.. PROJECT MANAGEMENT AND ACCOUNTABILITY

The Project Manager will be accountable and report directly to the Permanent Secretary in the Ministry of Local Government & Community Development who has the responsibility for oversight and accountability for the DARP Project.

The Project Manager will also be required to interface with members of the Technical Working Group for the project, as well as the DARP Steering Committee when meetings are held to provide update. In addition, his/her work will involve liaising with various Ministries, Departments and Agencies, private sector entities, and other relevant stakeholders.

The project will receive funding support from the Office The Cabinet for the payment of the Project Manager, DARP, as key deliverables are submitted as per the timelines in section 5.

7. “SIGN-OFF” PROCEDURE

The Office of the Cabinet is the contracting entity for the Project Manager, DARP whilst the Ministry of Local Government & Community Development will have direct responsibility of this Project Manager in terms of where the Project Manager will stay on a day-to-day basis to work.

The MLGCD will act as the supervising entity and will receive and review project deliverables via the Technical Working Group(TWG) comprised of the current AMANDA Project Team, i.e., MLGCD, MCs, NEPA, The Office of the Cabinet and JAMPRO. After approval from the TWG, supporting satisfactory completion or meeting of the deliverables, sign-off will be undertaken by the Permanent Secretary of the Ministry of Local Government & Community Development.

8. REQUIRED EXPERTISE

The Project Manager will be required to provide evidence of similar work previously conducted and have the following minimum qualifications;

- a. Masters Degree in any of the following: -Computer Information Systems, Business Administration; Management Studies, or Information Communication Technology
- b. Working experience in Project Management, Business Analysis and/ or Information Communication Technology
- c. Certification in Project Management Principles (PMP) or knowledge of project management is a key requirement
- d. Experience/Knowledge of business process automation or business reengineering or systems analysis and design techniques
- e. A minimum of five years (5) experience working in the area of Project Management with at least two major projects of similar scope successfully completed within the last three years.
- f. Understanding and appreciation of the Central and Local Government processes and the machinery of government.
- g. At least five (5) years practical experience working with or in central or local government
- h. Excellent knowledge and appreciation of government accounting systems, processes and regulatory framework
- i. Excellent knowledge and understanding of laws and regulations governing central and local government particularly those with a focus on planning, development and local governance.
- j. Excellent knowledge of the Building Act (2018) and the infrastructural support required to facilitate full implementation of the respect Boards – Building Practitioners Board, the Building Advisory Council and Building Appeals Tribunal.

- k. Great ability to work on own initiative
- l. Excellent interpersonal skills and demonstrated ability to work with difficult people and in difficult situations
- m. Knowledge or familiarity in software online platforms and e-transactions would be an asset
- n. Excellent data gathering and presentation skill.
- o. Practical familiarity and experience with the Government of Jamaica Public Sector and procurement guidelines would be an asset.
- p. General Knowledge of the development applications process conducted at the local authorities is a key requirement
- q. Ability to communicate well orally as well as in writing, and to a wide cross section of stakeholders.

Professional references will be requested from two (2) of the Consultant's previous clients.

9. LOCATION AND SUPPORT

The Project Manager will be based at the Ministry of Local Government & Community Development and will be provided with office supplies, internet and e-mail services.

The Project Manager is expected to have their own computer, as one will not be provided by the Office of the Cabinet or MLGCD.

The Project Manager will be expected to arrange transportation and accommodation for trips made in project to execute the respective tasks, and to make adequate provision in the Financial Proposal.

The MLGCD will provide the following:

- Administrative support;
- Access to information and to managerial/technical personnel as needed;
- Minimal travel will required to visit relevant stakeholders and meetings
- Office space with communication equipment/software to facilitate telephone calls, emails, etc.

10. COMMENCEMENT AND PERIOD OF EXECUTION

The Project Manager is expected to complete his /her assignment over a one (1) year period, commencing September 2020 in the first instance. However, there is a possible renewal or extension which is subject to targets being met and this phase of the project successfully delivered.