

TERMS OF REFERENCE

Strategic Public Sector Transformation Project

CONSULTANT TO DEVELOP STRATEGY FOR THE IMPLEMENTATION OF THE NATIONAL QUALITY POLICY - BUILDING A CULTURE OF QUALITY IN JAMAICA

1. Background

1.1 The Project

The Government of Jamaica (GOJ) has received loan financing from the International Bank for Reconstruction and Development (IBRD) towards the cost of the Strategic Public Sector Transformation Project (SPSTP). The Project Development Objective (PDO) is to strengthen public resource management and support selected public sector institutions in facilitating a more enabling environment for private sector growth. The project has 6 components divided into 2 thematic areas.

The first thematic area of the proposed intervention seeks to reinforce fiscal discipline and revenue enhancement through four main components: (a) Strengthening the Public Investment Management System (PIMS); (b) Strengthening the Budget Preparation Process and Results Based Budgeting (c) Adaptive Public Sector Approaches to Promote Fiscal Sustainability and Project Management; (d) Strengthening Property Tax Compliance and Administration.

The second thematic area seeks to support those institutions that sit at the interface between the public and private sectors: Bureau of Standards of Jamaica (BSJ) through component 5, Fostering Industrial Growth and Trade Facilitation, that will support strategic public sector institutions essential to creating an enabling environment for the private sector. The management of the project makes up the sixth component.

1.2 Component V. Fostering Industrial Growth and Trade Facilitation

This component supports the and strengthening of the National Quality Policy leading to the building of a National Quality Infrastructure (NQI) to assist Jamaica to be compliant with global trade requirements such as those contained in the WTO-TBT agreement. The building up of the NQI also has the potential to ensure continual compliance with key legislation of our trading partners such as FSMA (USA) and SFC (Canada). Component 5 therefore supports the quality infrastructure entities such as Bureau of Standards Jamaica (BSJ), National Certification Body of Jamaica (NCBJ) and other Conformity Assessment Bodies (CABs), Jamaica National Agency for Accreditation (JANAAC) as well as the National Compliance and Regulatory Authority (NCRA). This support is aimed at the re-engineering and /or development of the business processes which are efficient and effective in ensuring that traded goods and services are in compliance with technical regulations and standards. In this regard Jamaica's Quality Infrastructure Capabilities along with the regulatory capabilities of the NCRA are being enhanced.

As part of the implementation of the newly strengthened National Quality Policy, this component supports the consistent and systematic building of a national culture of quality to permeate all aspects of national life.

Over many years the national landscape has been tarnished by deliberate non-compliance with standards and regulations, which has become commonplace in some areas of national life and has been facilitated by lack of knowledge of the economic and social benefits that can be derived from those same standards and regulations.

In other areas of national life, the lack of adherence to standards, regulations and conformity assessment requirements have resulted in death, destruction of property and the environment etc. and has exacted a heavy toll on public services.

In still other areas of national life, the provision, acceptance and use of shoddy/poor quality goods and services as well as disregard for quality has caused (at least in part) the fostering and promotion of indecency and coarseness, unsafe and unsanitary environments, lack of respect for life and property, urban decay, and many other societal ills.

A national quality culture is necessary to counteract and reverse the destructive disregard for standards and quality and strengthen education in, and promotion of all aspects of quality towards achieving the status of “The place of choice to live, work, do business and raise families”.

2. Purpose of the Consultancy

Under Component 5, the Government of Jamaica intends to apply part of the proceeds of the IBRD loan towards payments under a consultancy contract for the preparation of a strategic plan for the development and maintenance of a national culture of quality to impact all aspects of national life including socialization and attitudes. The strategic plan shall include *inter alia*, considerations of:

- (a) Leadership/ambassadorship for the national quality culture at the highest level of public and private sectors
- (b) The preparation and implementation of education/training programme for all levels of the Education System
- (c) Training of public and private sector entities in the different aspects of quality
- (d) The training of relevant MDAs and private sector on the economic benefit of standards and the monetizing of the implementation of standards in their businesses
- (e) The preparation and implementation of a campaign(s) on the value and benefits of quality to reach all levels of society
- (f) A plan for sustaining the programme

3. Selection of the Consultancy

A consultant with the requisite qualifications and experience will be engaged following Individual Consultant Selection (ICS) procedures in accordance with the latest edition of the World Bank Procurement Regulations.

4. Characteristics of the Consultancy

4.1 Type of Consultancy: An individual consultant is required.

4.2 Starting Date and Duration: The Consultant is expected to provide the required services working for **approximately 150 days** over a period of **9 months**. The start date for the consultancy is expected to be **October 2018**.

4.3 Qualifications and experience required for the Consultancy:

The consultant to be engaged for this contract shall possess the qualifications listed in (a) – (e) below:

- (a) At least a Bachelors Degree in a field of study which include promotion and marketing.
- (b) At least 10 years experience in the development and use of marketing and promotion strategy for policy elements or goods and services
- (c) At least 5 years experience in the development and/or implementation of successful group behaviour change strategy
- (d) At least 5 years experience in the planning of media campaigns
- (e) Experience in the development/drafting of a plan/ strategy / campaign to bring about behaviour change/ culture change on an issue of national importance.
- (f) Experience working with public or private sector entities in the field of standards and quality

5 Scope of Services

Reporting to the Technical Coordinator the Consultant is required to:

1. Consult with the Technical Coordinator, key stakeholders of the NQI (Standards, Metrology, Accreditation, Conformity Assessment), relevant senior management and technical experts in Private sector and government MDAs for their input and guidance in the execution of the consultancy.
2. Prepare and provide to the Technical Coordinator, an inception report and a plan for the execution of the consultancy
3. Through a process of consultation and inclusion with NQI entities, regulatory bodies, general public sector, private sector associations and businesses etc. determine and prioritize the issues to be addressed during the culture change/building process.
4. Prepare and present to the Technical Coordinator and a quality culture committee made up of selected key stakeholders, a culture change strategy highlighting the issues, methods and timeframe for addressing them.
5. Prepare and present to the culture building committee, a draft strategic culture change plan with road map and appropriate costing to be rolled out in phases over an agreed period.
6. Develop scopes for all phases and inputs for the culture change programme avoiding overlaps as far as possible.

7. Prepare the Terms of Reference and Specifications for leadership/ambassadorship, consultancies, sub-programmes and activities etc. to be engaged for the purpose of executing the strategic culture change plan.
8. Provide or procure the necessary training (train-the-trainer format) for key stakeholders who will be actively engaged in the programme.
9. Conduct or participate in key stakeholder training/awareness building activities
10. Provide advice, as required, to the Technical Coordinator and the Culture building committee on the execution of the consultancy and the culture change programme.
11. Prepare and submit to the Technical Coordinator, the required reports over the duration of the consultancy

6 Reports and Deliverables

The consultant shall produce reports / deliverables including the following:

Key Deliverables
Inception report
Consultancy execution work plan
Report on stakeholder consultations
Culture building strategy with issues, methods and timeframes for addressing them
Draft strategic culture change plan with road map and costing to include but be not limited to utilization of: education system, media, face to face with social and community groups, religious groups, special interest groups.
Key stakeholder consultations on the culture change plan.
Terms of Reference and Specifications for Leadership/ambassadorship programme and all other inputs to the programme
Plan for stakeholder training/awareness building
Training of Trainers and key stakeholders on key elements of the culture change plan and programme
Final Report including the finalized strategic culture change plan with road map and costing