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**TERMS OF REFERENCE**

**Consultancy for an Implementation Coordinator for the National 5-Year Manufacturing Strategy**

1. **Background and Justification**

Over the last few decades, while the manufacturing sector has grown, its contribution to global GDP has seen some decline. Global players have been progressively repositioning the industry as part of efforts to remain competitive, particularly through increased innovation and value chain development. Jamaica’s Manufacturing Sector has been one of the country’s longstanding contributors to its economic development. Its impact on job creation, capital investment, and GDP as well as linkages among the various other productive sectors of the country is well recorded and established, but its contribution to GDP has decreased in recent years.

Currently, the main challenge facing the sector is that the level of efficiency and competitiveness has been decreasing against a backdrop of rising operational costs due to, *inter alia*, workforce productivity, cost competitiveness, market access, as well as rapid innovations within the global market. Notwithstanding, some key industry segments have been identified as being critical to advancing the impact of the manufacturing sector, by virtue of their growth potential and global demand. The National Five-Year Manufacturing Strategy has been developed to focus attention on the environment necessary to grow and expand Jamaica’s manufacturing industry and increase the industry’s contribution to the country’s economic development projections. The strategy is a product of a public/private partnership as the three main proponents of the document were the Ministry of Industry, Investment & Commerce (MIIC), Jamaica Exporters’ and Manufacturers’ Association (JMEA) and the Jamaica Promotions Corporation (JAMPRO).

Specifically, the Strategy puts forward a set of strategic initiatives geared towards growing the contribution of the manufacturing sector to GDP by December 2025, resulting in manufacturing output of J$81 bn. It is expected that in addition to the initiatives identified, which will primarily be driven by the Government of Jamaica, the private sector will also play a significant role in the expansion of the industry. This includes: capacity building programmes; cluster development; execute strategic partnership; promote industry competitiveness; market access and penetration; domestic linkages and public-private discussions and interactions.

Designed to identify and outline clear and concise programmes and activities to address the challenges inhibiting the expansion of the agribusiness industry, the Strategy was approved by Cabinet and tabled in Parliament in July 2020. The document identifies five (5) strategic goals for the sector

1. Enhancing the Workforce Productivity
2. Improving the Cost Competitiveness for the industry
3. Expanding Infrastructure
4. Facilitating Market Expansion
5. Incorporating Innovation Strategies
6. **Consultancy Objective**

To ensure the timely implementation of the National Five-Year Manufacturing Strategy and Action Plan to achieve its desired results. In so doing, the Coordinator will support the strengthening of Jamaica’s manufacturing capacity by helping to define and implement clear and concise programmes and activities designed to address the challenges inhibiting the expansion of the manufacturing industry.

1. **Scope of Services**

To meet this objective, it is expected that the National Manufacturing Coordinator will:

1. Review the National Five-Year Manufacturing Strategy and the accompanying Action Plan and develop a detailed work plan for implementation.
2. Leading the development of a detailed implementation Plan ensuring proper alignment of the budget and procurement projections.
3. Drive the implementation of the National Five-Year Strategy and its Action Plan by engaging relevant stakeholders to introduce concepts and obtain buy-in as well as to support project/activity development and implementation.
4. Identify and monitor ongoing initiatives that are aligned to activities under the Strategy.
5. Develop a detailed Monitoring and Evaluation Plan for the Manufacturing Strategy.
6. Liaise with other relevant projects being implemented across government which may have implications for the National Manufacturing Strategy and ensure coordination and synergy between them.
7. Manage stakeholder engagement towards the execution of the National Five-Year Manufacturing Strategy and discuss and implement solutions in furtherance of the Strategy.
8. Report against the action plans, flagging any issues arising from the implementation of the Strategy for resolution at the appropriate levels among public and private sector stakeholders.
9. Identify and make recommendations for other activities required to support the objectives and goals of the National Strategy.
10. Collaborate with JMEA and JAMPRO in the execution of initiatives in line with the Strategy and Action Plan.
11. Prepare project proposals to encourage development of the six focus manufacturing sub-sector identified in the strategy (i.e Packaging, Furniture, Cosmetics, Agro-processing, Pharmaceuticals and light manufacturing).
12. Identifying international donor funding opportunities to assist with funding implementation activities.
13. Identifying potential implementation risks and recommending mitigation strategies through a comprehensive risk matrix.
14. Hosting and/or participating in key events such as stakeholder engagements and capacity building seminars.
15. Preparing the Final Report including impact assessment and presentation of findings to the Manufacturing and Export Growth Team of the MIIC.
16. Performing any other relevant duties that may be assigned by the Council.
17. **Expected Outcome and Deliverables**

The expected outcome of this consultancy is the effective coordination and management of activities towards the timely and successful implementation of the approved National Five-Year Strategy’s recommendations and action plan.

Deliverables will include:

* Inception Report
* Monthly Reports
* Half-Yearly Work Plans
* Half-Yearly Work Plan Reports
* Final Reports
* Status Reports and presentations to the Manufacturing and Export Growth Team and JMEA.
* Special or Ad-Hoc Reports as required by Contract Supervisor

1. **Project Schedule and Milestones**

The Consultant will only be paid according to accepted deliverables, in keeping with the execution timelines and schedule of payment outlined overleaf.

| **DELIVERABLES** | **DEADLINE** | **REVIEW PERIOD** | **Scheduled Payment** |
| --- | --- | --- | --- |
| ***DELIVERABLE 1***: ***Workplan and Inception Report***   * Inception meeting * Perspectives on the Implementation of the Strategy * Detailed workplan (First six months) | End of Month 1 | 1 Week | 8% |
| ***DELIVERABLE 2***: ***Implementation of Recommendations (Monthly Reports)***  Updates on:   * Stakeholder engagements * Meetings conducted * Progress of implementation * Challenges and Issues to be Addressed * Upcoming Activities | End of Months 2-23 | 1 week for each report | 66% (3% monthly) |
| ***DELIVERABLE 3:*** ***Half-Year Work (Action) Plan Report***   * Report against the half-yearly work plan * Work plan for the next six months | End of Months 7,13 and 19 | 1 week | 15%  (5% per report) |
| ***DELIVERABLE 4:*** ***Final Report***  Final report summarizing the achievements/ outcomes against the Strategy and impact made on Jamaica’s Manufacturing Sector and recommendations for next steps | End of Month 24 | 2 weeks | 11% |

1. **Qualifications and Experience**

The consultancy is to be executed by an individual who meets the following qualification criteria:

* + post-graduate degree in a Business, Economics, Engineering or related field with excellent project management skills (certification would be an asset)

Or

* + a bachelors’ degree with at least 5 years of project management experience (certification would be an asset)
  + demonstrable experience working in the Manufacturing Sector for no less than 5 years
  + excellent writing and communications skills and fluency in written and spoken English
  + experience working with Government Ministries, Departments and Agencies (MDAs) in Jamaica; and
  + strong interpersonal skills and demonstrated proactive approach to problem solving

1. **Duration and Location**

The duration of the consultancy is two (2) years. The Contract will be for a period of twenty-four (24) months and may be renewed based on performance.

It is expected that the scope of work will be conducted remotely, with contact made with relevant persons in MIIC and other stakeholders, via electronic communication (tele-conference, web conference, emails) as well as face-to-face meetings as required. The MIIC will make office space available to complete onsite work as needed and meetings where required.

No equipment or material (with the exception of stationery as required for printing) will be purchased or provided by MIIC to conduct the Scope of Work. Any travel, equipment or materials needed by the consultant to accomplish this TOR will be covered by the consultant. Any reimbursable expenditure required should be submitted as a request to MIIC/ JMEA prior to expending and unless explicitly articulated and approved jointly by the MIIC/ JMEA, will be at the expense of the consultant.

***Characteristics***

Type of Consultancy: Individual

Duration: the period of time to January 31, 2025

The intended start date is February 1, 2023

1. **Supervision and Reporting**

The coordination and supervision of this consultancy will be undertaken by the Ministry of Industry, Investment and Commerce (MIIC). Throughout the project, the Consultant will report on, and submit deliverables to the Permanent Secretary, MIIC and will also work closely with JAMPRO and the JMEA. The Consultant will also work very closely with MIIC’s Manufacturing and Export Growth Team.