

**REQUEST FOR EXPRESSIONS OF INTEREST**  
**CONSULTING SERVICES**

Selection # as assigned by e-Tool: RG-T3662-P001

Selection Method: Simplified Competitive Selection

Country: Jamaica

Sector: Reform/Modernization of the State

Funding TC #s: ATN/OC-18104-RG and ATN/OC-18009-RG

Project #s: RG-T3662 and RG-T3628

TC name: Strengthening Social Violence Prevention Initiatives in the Caribbean

Description of Services: Technical Assistance for the Establishment of a Delivery Unit in the Ministry of National Security, Jamaica

Link to TC documents: [\[Project documents can be viewed here\]](#)

The Inter-American Development Bank (IDB) is executing the above-mentioned operation. For this operation, the IDB intends to contract consulting services described in this Request for Expressions of Interest.

Expressions of interest must be delivered using the IDB Portal for Bank Executed Operations ( <http://beo-procurement.iadb.org/home> ) by: *September 11, 2020*, 5:00 P.M. (Washington D.C. Time).

- The consulting services (“the Services”) include support to the Ministry of National Security, Jamaica to establish a Delivery Unit in the Ministry in the form of the Citizen Security Secretariat (CSS) to coordinate and monitor the implementation of the Citizen Security Plan (CSP), a comprehensive, coordinated, integrated, flexible, inclusive and enduring approach to improving citizen security and other priority programmes in the Ministry. To providing training and advisory services to the team of the Ministry of National Security and the Secretariat which has been specifically constituted to coordinate the implementation of the initiatives specified in the Citizen Security Plan. The methodology to be used should consider the IDB’s Center of Government framework. The Consultancy will also include the development of delivery plans and implementation road maps for the two (2) pilot priorities, including delivery chains, targets and expected performance trajectory, as well as other tools; (ii) design and implementation of delivery routines, including monitoring, coordination and performance enhancement tools; (iii) design and implementation of internal reporting mechanisms and instruments for external accountability.
- Timeframe for performance of services: 8 months

Eligible consulting firms will be selected in accordance with the procedures set out in the Inter-American Development Bank: [Policy for the Selection and Contracting of Consulting firms for Bank-executed Operational Work](#) - GN-2765-1. All eligible consulting firms, as defined in the Policy may express an interest. If the Consulting Firm is presented in a Consortium, it will designate one of them as a representative, and the latter will be responsible for the communications, the registration in the portal and for submitting the corresponding documents.

The IDB now invites eligible consulting firms to indicate their interest in providing the services described below in the [draft summary](#) of the intended Terms of Reference for the assignment. Interested consulting firms must provide information establishing that they are qualified to perform the Services (brochures, description of similar assignments, experience in similar conditions, availability of appropriate skills among staff, etc.). Eligible consulting firms may associate in a form of a Joint Venture or a sub-consultancy agreement to enhance their qualifications. Such association

or Joint Venture shall appoint one of the firms as the representative.

*Special requirements according to the Donor Trust Fund (DTF), if applicable.*

The firm or the lead consultant of the project team must have demonstrated in-depth, hands-on experience in the successful implementation of a delivery management model (Delivery Units or similar mechanisms) for the management of top government priorities in at least 3 other national governments in Latin America and the Caribbean. The team must be fluent in English. In addition, the firm must demonstrate that its team for this project has minimum requirements following these criteria:

One project manager, who will be responsible for the quality of all deliverables, with the following minimum qualifications:

- (a) Masters Degree or PhD in public administration, public policy, economics, engineering or business administration, preferably with a certification in project management;
- (b) Demonstrated experience in the successful implementation of a delivery management model (Delivery Units or similar mechanisms) for the management of top government priorities in at least 3 other national governments in Latin America and the Caribbean.
- (c) Fluent in English.

One junior specialist in project management with the following minimum qualifications:

- (a) Masters' Degree in business administration, public administration or public policy;
- (b) Demonstrated experience in the delivery methodology or other project management in the private or public sector, with knowledge of data management, public budgeting and procurement, and experience in Latin American and the Caribbean.
- (c) Fluent in English.

Interested eligible consulting firms may obtain further information during office hours, 09:00 AM to 05:00 PM, (Washington D.C. Time) by sending an email to: Francesco De Simone at [francescod@iadb.org](mailto:francescod@iadb.org).

Inter-American Development Bank  
Division: *Innovation for Citizen Services, Jamaica*  
Attn: *Francesco De Simone, Program Team Leader*  
1300 New York Ave, NW, Washington DC 20577, USA  
Tel: 1-876-764-0819  
E-mail: [francescod@iadb.org](mailto:francescod@iadb.org)  
Web site: [www.iadb.org](http://www.iadb.org)

## TERMS OF REFERENCE

### **CONSULTANCY FOR ASSISTING IN THE IMPLEMENTATION OF A DELIVERY UNIT IN THE MINISTRY OF NATIONAL SECURITY OF JAMAICA**

#### **1. Background and Justification**

- 1.1** The Inter-American Development Bank (IDB) is the leading International Financial Institution for economic, social and institutional development for Latin America and the Caribbean. IDB offers loans, subsidies, collateral and technical assistance for public and private sector entities of borrowing countries.
- 1.2** The Center of Government is defined as the group of institutions providing direct support to the President or Prime Minister to manage the government's top priorities. These institutions have a whole-of-government view and normally carry out five functions: (1) Strategic Management, which covers the identification and specification of priorities, the definition of implementation plans and their budget; (2) Coordination, both at the policy design and policy implementation levels; (3) Monitoring and Improving Performance, which involves routines, governance schemes and reports that allow government leaders to identify progress made and define corrective measures when needed; (4) Political Management, which involves managing relationships with key stakeholders; and (5) Communications and accountability, which focuses on being accountable to citizens on the actions taken and the results achieved in the government's priorities.
- 1.3** Governments across the world have enhanced the way to carry out these functions, putting a stronger emphasis on implementation capacity. One of the main institutional tools used have been the Delivery Units (DUs). Composed by a relatively small number of professionals, DUs support the implementation of management models that allow governments to: (1) define very clearly what are the priorities; (2) plan in detail how the priorities will be accomplished; (3) use data to monitor performance and track delivery constantly; and (4) make informed and timely decisions when the strategies selected are not achieving the intended results. DUs are critical to accelerate results, improve management and ensure coordination around government priorities.
- 1.4** While normally implemented at the Ministry of the President or Office of the Prime Minister of national governments with a whole-of-government view, DUs have been implemented at the ministerial or sectoral level as well. This has been the case in countries like Peru (Ministry of Education). The citizen security area is particularly suitable for this methodology<sup>1</sup>.
- 1.5** The IDB has led a strong research agenda on Center of Government (CoG) and DUs and has supported the design and implementation of DUs in over fifteen countries in Latin America and the Caribbean since 2013. Some of the results of IDB-supported interventions include: (1) government outcomes achieved in policy areas such as citizens security, health, education, public works, among other; (2) strengthened technical capabilities and accountability mechanisms in government teams to plan and execute interventions; and (3) institutional reforms in the Center of Government which allowed for the sustainability of these efforts. In 2020, the IDB approves the Technical Cooperation (TC) RG-T3628 "Transforming Public Management Strategic Tools to Ensure the Quality of Services" to strengthen the strategic functions of CoG institutions – including delivery units. This TC aims to support reforms to strengthen functions of prioritization, intersectoral and multilevel coordination, use of data, program monitoring and evaluation and communication of policies and initiatives.
- 1.6** The Government of Jamaica (GoJ), through the Ministry of National Security (MNS), requested technical assistance

---

<sup>1</sup> See for example Behn (2014): *The PerformanceStat potential: a leadership strategy for producing results*. Brookings Institution Press.

to the IDB, through the TC RG-T3628, to establish a Delivery Unit for the implementation of the Citizen Security Plan (CSP) and other citizen security priorities.

**1.7** The CSP, as approved by the Jamaican Government, provides for the establishment of a Citizen Security Secretariat within the MNS “to ensure the day to day execution of the Plan’s interventions and with direct oversight of the Operational Mechanism” of the Plan.

**1.8** Therefore, it is envisaged that the MNS, through the Citizen Security Secretariat (CSS) will oversee the implementation of the CSP, developed as a comprehensive, coordinated, integrated, flexible, inclusive and enduring approach to improving citizen security. As such, MNS requires the adoption of a methodology to ensure strategic management of the priorities established in CSP and others related to citizen security; inter-ministerial coordination for the coherent implementation of the Plan; and strict monitoring of implementation to improve performance and deliver on the Plan’s priority objectives.

**1.9** The IDB has conducted a preliminary gap analysis in January 2020 in close coordination with MNS team, to review existing capacity and opportunities for improvement. This review has concluded that, at present, no single unit is responsible for driving performance and results in the CSP. Therefore, the mission has identified critical next steps for the establishment of a Delivery Unit based in the MNS, as the adoption of this methodology would enhance the Ministry’s capacity to achieve the CSP objectives and other priorities in citizen security.

## **2. Objectives**

**2.1** Support the establishment of a Delivery Unit for the Ministry of National Security by recommending measures to enhance the Ministry’s governance and management model, and by adapting to the MNS context relevant practices from the Delivery management model.

## **3. Methodology and Scope of services**

**3.1** This consultancy will support the MNS in the establishment of a DU in the form of the CSS, by providing training and advisory services to the team of the Ministry of National Security and the Secretariat which has been specifically constituted to coordinate the implementation of the initiatives specified in the CSP. The methodology to be used should consider the IDB’s Center of Government framework<sup>2</sup>, and follow the Delivery Unit methodology developed by lead practitioners on this field and applied in several governments in Latin America and the Caribbean and across the world.<sup>3</sup>

## **4. Key activities**

**4.1** The firm will conduct the following activities:

- Participate in conference calls and preparatory meetings with IDB and the Ministry of National Security;
- Analyze background information on the Government of Jamaica and the Ministry’s organizational structure, governance model and priorities; the existing plans and the new Citizen Security Plan; and the preliminary gap analysis and recommendations conducted in January 2020, to be provided by the Ministry of National Security and the IDB.

---

<sup>2</sup> See report: [Governing to Deliver](#) (2014)

<sup>3</sup> See for example: Barber (2015), *How to Run a Government*. Penguin Books.

- Organize and deliver training activities in Kingston for staff of the Ministry of National Security and other relevant Ministries, Departments and Agencies (MDAs) on the Delivery Units’ management model.
- Organize and deliver workshops in Kingston, or virtually, to set up a Delivery Unit as part of the Citizen Security Secretariat (CSS) on behalf of the Ministry of National Security, building on existing teams and practices, and addressing aspects such as: defining top priorities; specifying measurable targets and trajectories; preparing delivery plans, delivery chains, monthly notes and other specific tools; defining the staff, skills and internal organization needed for the DU; establishing monitoring, coordination and performance enhancement routines; and training staff on the use of tools for public accountability, among others.
- Prepare reports with specific recommendations and next steps on the implementation of the delivery methodology.

## 5. Expected Outcome and Deliverables

5.1 As a consequence of the aforementioned activities, the firm will have to deliver the following outputs:

- **Deliverable #1: First phase.** It must include, at least: (i) training on the Delivery Units’ Management Model: one for the staff of the Ministry of National Security, the CSS, and others to be defined to other Ministries, Departments and Agencies (MDAs) relevant for delivering on the priorities; (ii) Technical assistance for the definition and specification of two (2) pilot priorities from CSP or other citizen security objectives; (iii) Diagnostic on readiness of the data-collection and reporting processes, likelihood of delivery and capacity (delivery capacity review) of top priorities to be selected; (iv) Feedback to the definition and delivery plans for other six (6) priorities; (v) Recommendations on how to incorporate practices from the Delivery Units’ management model to the existing MNS governance and performance management model; (vi) Technical assistance to set up the Delivery Unit.
- **Deliverable #2: Second phase.** It must include, at least: (i) delivery plans and implementation road maps for the two (2) pilot priorities, including delivery chains, targets and expected performance trajectory, as well as other tools; (ii) design and implementation of delivery routines, including monitoring, coordination and performance enhancement tools; (iii) design and implementation of internal reporting mechanisms (monthly notes, stock take reports, others) and instruments for external accountability.
- **Deliverable #3: Final Report.** It must include, at least: (i) summary of technical assistance provided in the implementation of the model during the third and fourth month of the consultancy; and (ii) detailed recommendations for next steps.

## 6. Project Schedule and Milestones

### 6.1

No.	Deliverable	Deadline
1	First phase	After one month of starting activities, expected by October 15, 2020
2	Second phase	After two months of starting activities, expected by November 15, 2020
3	Final report	After four months of starting activities, expected by January 15, 2021

**6.2 Missions:** The firm will carry out one 2-week mission to Kingston, Jamaica, provided that the mission can be conducted securely and respecting all health protocols in both Jamaica and the country of origin of the firm. Absent those conditions, the mission will be conducted remotely. The rest of the work will be conducted remotely and in close

coordination with the MNS and the IDB.

## **7. Acceptance Criteria**

- 7.1.** All deliverables resulting from these terms of reference will be assessed by the Bank's project coordinator and the Ministry of National Security's focal point before acceptance. Format will be digital, and preferably in PowerPoint.

## **8. Other Requirements: Firm's Qualifications**

- 8.1.** The firm or the lead consultant of the project team must have demonstrated in-depth, hands-on experience in the successful implementation of a delivery management model (Delivery Units or similar mechanisms) for the management of top government priorities in at least 3 other national governments in Latin America and the Caribbean. The team must be fluent in English. In addition, the firm must demonstrate that its team for this project has minimum requirements following these criteria:

One project manager, who will be responsible for the quality of all deliverables, with the following minimum qualifications:

- (d) Masters Degree or PhD in public administration, public policy, economics, engineering or business administration, preferably with a certification in project management;
- (e) Demonstrated experience in the successful implementation of a delivery management model (Delivery Units or similar mechanisms) for the management of top government priorities in at least 3 other national governments in Latin America and the Caribbean.
- (f) Fluent in English.

One junior specialist in project management with the following minimum qualifications:

- (d) Masters' Degree in business administration, public administration or public policy;
- (e) Demonstrated experience in the delivery methodology or other project management in the private or public sector, with knowledge of data management, public budgeting and procurement, and experience in Latin American and the Caribbean.
- (f) Fluent in English.

## **9. Supervision and Reporting**

- 9.1.** The Consulting firm will report to Francesco De Simone and Mariano Lafuente (IDB) and Chief Technical Director Shauna Trowers (Ministry of National Security), who will be in charge of commenting and approving the documents and work to be provided by the selected firm.

## **10. Schedule of Payments**

- 10.1.** Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts other than required travel costs. The Bank wishes to receive the most competitive cost proposal for the services described herein.
- 10.2.** The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

<b>Payment Schedule</b>	
<b>Deliverable</b>	<b>%</b>
First phase	30%
Second phase	30%
Final report	40%
<b>TOTAL</b>	<b>100%</b>