

TERMS OF REFERENCE

DISASTER RISK MANAGEMENT CONSULTANT TO IMPLEMENT THE RECOMMENDATIONS OF THE DISASTER RISK MANAGEMENT FRAMEWORK AND STRENGTHEN THE CAPACITY OF FIRMS IN THE GLOBAL SERVICES SECTOR TO MITIGATE AGAINST DISASTERS.

1. BACKGROUND AND JUSTIFICATION

The Programme:

- 1.1.1 **The Government of Jamaica (GoJ) has requested of the Inter-American Development Bank (IDB) funds for the operation of “Skills Development for Global Services” (JA-L1079).** The total amount of this loan is US\$15 million. The programme will support the Government of Jamaica to develop its Global Services Sector (GSS).
- 1.1.2 **Objectives.** The main objective of the loan is to promote the growth of the Global Services Sector in Jamaica particularly in higher value-added segments. Specifically, it intends to: (i) provide the sector with better-skilled workers; and (ii) increase Jamaica’s institutional capacity to attract Foreign Direct Investment (FDI) and increase exports.

This operation proposes the following components:

- 1.1.2.1 **Component 1 - Skills Development for the Global Services Sector and Strengthening of the Skills Development System:** This component seeks to align and improve the skills development system to provide the GSS with workers, particularly in higher value-added segments. First, it will finance activities to improve the system’s ability to guarantee the relevance of training to increase the share of activities that are higher up the value chain from 60% BPO to 40% KPO by 2025. Secondly, it will finance activities to improve the quality of training.
- 1.1.2.2 **Component 2 - Global Services Sector Ecosystem:** The objective of this component is to strengthen Jamaica’s capacity to attract investment and increase exports in higher value-added and digital segments. In addition, a resilient Global Services Sector is to be built, by implementing measures to minimize loss, damage and dislocation and facilitate prompt rehabilitation and recovery. First, the component will optimize investment promotion processes as well as the institutional, regulatory and incentive framework that governs the GSS. Secondly, it will support the development of a strengthened value proposition for GSS firms (foreign and domestic) seeking to invest or reinvest in Jamaica. Third, it will increase JAMPRO’s capacity to support MSMEs in the GSS, including through the establishment of an incubator and accelerator programme. Lastly, it will create a digital management system - building on existing one-stop-shop platforms- to consolidate trade and business information and strengthen decision-making based on data analytics.

A preliminary activity will undertake a data collection exercise, preparing a baseline of firms that will benefit from this operation.

- 1.2 **Execution.** JAMPRO is the executing agency of the loan under preparation (JA-L1079) and the beneficiary agency for Component 2 under which this consultancy would fall. The sequence of the activities to be financed will be established by JAMPRO, which will communicate this to the Bank in the context of permanent dialogue for project preparation. The activities to be carried out will be consultancy services.
- 1.3 **Context.** The Global Services Association of Jamaica [GSAJ] wishes to improve the sector's preparedness in ensuring continuity of operations, availability of critical resources, minimization of disruptions to business processes and full recovery of business infrastructure in the event of a disaster. In this regard, a consultant, ESL was contracted to prepare a Disaster Risk Management Framework (Reference 1) which was completed in March 2021. The outputs of the consultancy were as follows:
 - 1.31 Baseline assessment of industry readiness and preparedness to address disaster & disease outbreaks
 - 1.32 GSS/BPO Disaster Management and Contingency Plan (Reference 2)
 - 1.33 A GSS/BPO Guideline of Standard Operating Procedures including legal and non-legal requirements for businesses within the sector and recommendations for evaluation and certification of GSS/BPO Companies
 - 1.34 A GSS/BPO Standard Operating Procedures for WAH and other Remote Work Solutions (Reference 3)
 - 1.35 Mission report with recommendations for implementation of the Plan and a Monitoring and Evaluation Framework. (Reference 4)
 - 1.36 The GSAJ as an industry association is now tasked to act on the recommendations stated in the DRFM in the interest of its members and firms operating in the Global Services Sector (GSS).
 - 1.37 The uncertainty due to the COVID-19 pandemic as well as the changes in climate patterns and the increase in cybersecurity threats as a result of a major shift to virtual platforms underscores the importance of building capacity in firms in the GSS to mitigate against these and any other future risks.

2.0 THE CONSULTANCY:

The consultancy will focus on ensuring that the recommendations outlined in the Disaster Risk Management Framework (DRMF) are successfully executed at the firm level of the GSS. A focus of this consultancy will be working with firms to ensure that they have business continuity and an effective disaster risk

management plan that will reduce disruptions in their operations. The Risk Management Consultant will be expected to work closely with the GSAJ, JAMPRO and the GSS Project and support the programmatic and administrative aspects of the activities to implement the recommendations of the disaster risk management framework

3.0 SCOPE OF SERVICES

- 3.1 Lead the implementation of the recommendations of the disaster risk management framework and resilience-building initiatives for firms in the GSS.
- 3.2 Help GSS clients identify, understand, and develop and implement strategies to manage disaster-related risk.
- 3.3 Build strategic and innovative solutions for more efficient, coordinated and reliable preparedness and response systems.
- 3.4 Advise clients, based on DRMF on how to improve their internal controls along with corporate assurance frameworks.
- 3.5 Provided guidance and direction on strategies designed to strengthen the firm's corporate risk management program to minimize disruptions and exposure due to external factors from disasters, in alignment with the DRMF.
- 3.6 Assist organizations in re-evaluating operational procedures and guidelines to ensure that established procedures align with the DRMF, industry standards and Government where applicable.
- 3.7 Support capacity development and provide quality assurance, in particular to mainstream the disaster risk management framework into policies and strategies.
- 3.8 Effective knowledge building and management of information across the GSS with the design of training templates for the sector.
- 3.9 Assist where necessary with the design and development of internal reporting instruments.
- 3.10 Meet and review current assessment tools used by the MOHW to assess BPO centres and ensure centres are aligned with the MOHW requirements and industry's best practices.
- 3.11 Look at all levels of disaster risk and design a risk management profile to assess
- 3.12 Work with sector leaders to develop a rating scale and grades for disaster risks as well as present recommendations for designing mitigation strategies.

4.0 STAKEHOLDER MANAGEMENT

- 4.1 Beneficiary: To collaborate with the secretariat to identify the primary beneficiaries (cluster members)
- 4.2 Primary Stakeholder Identification: As part of the disaster risk management, the consultant is expected to, as a first step, know all the potential stakeholders and be able to identify the role they will play in the consultancy.
- 4.3 Stakeholder Management Strategy: The Consultant is expected to determine the expectation of each stakeholder, and create a comprehensive strategy for working with them effectively towards the achievement of the project goals.
- 4.4 Continuous Stakeholder Management: The consultant is expected to recommend the strategies to engage at the appropriate level with each stakeholder throughout the length of the project.

5.0 KEY ACTIVITIES

- 5.1 Design a mechanism that allows for continuous information sharing among members of the cluster and by extension, collaboration with stakeholders.
- 5.2 Assist in the identification of and liaison with key stakeholders who can contribute to broadening and deepening the adoption of the framework for all GSS firms.
- 5.3 Assist in developing thematic and systematic approaches to the implementation of the framework in the organisations in the interest of continuity post consultancy in collaboration with relevant agencies and national stakeholders

6.0. EXPECTED OUTCOMES

- 6.1 The overall expected outcome of this consultancy is to establish a functional Disaster Management Plan for each GSS firm, based on their unique operating model. This plan may be used centrally for planning purposes as well as during response situations within the firm.
 - Success will be measured along with two performance criteria:
 - a. Completion of a functional disaster risk management plan.
 - b. Completed testing and implementation and training of personnel
- 6.2 To achieve effective long-term management of disaster risks plan in each of the GSS firms.
- 6.3 To implement the recommendations of the Disaster Risk Management Plan and strengthen the capacity of firms in the global services sector to mitigate against disasters in line with the Disaster Risk Management Framework

7.0 PRIORITY AREAS

7.1 Reduced risk of displacement, and damage and loss to infrastructure and staff as a result of disasters.

7.2 Robust IT system capable of withstanding disaster-related external shocks.

7.3 Improved planning, coordination, and implementation of disaster risk management measures

8.0 DELIVERABLES

With the key KPI being thirty (30) GSS firms with approved Disaster Risk Management Frameworks, signed off by their executive team, the Disaster Risk Management Consultant will submit the following to the GSS Project for technical review and approval along with a timetable for each deliverable to be agreed upon with the GSS Project:

1	Pre-Inception Meeting	Pre-planning meeting with activities to include formulation and proposal of a detailed table of content for inception report, final report, stakeholder report, exit assesment training template, quartly progress report and list of thirty (30) firms, targetting small and medium sized firms. Must define the quality of the policy to be implemented by firms. Consultation must also be done with with key organisations including the GSAJ and Environmental Solutions Limited, along with relevant agencies and government ministries and all selected firm.	Two (2) weeks after execution of contract	n/a	10%
1a	Inception Report	Submission of inception report that outlines methodology, table of content of the final report, contact list of BPIAJ firms to be consulted, detailed work plan with interview schedules. The inception report includes all the necessary information to execute and implement the consultancy.	Two (2) weeks after approval of deliverable # 1	1 Week	
2	Work Plan	Presentation of a detailed work plan with schedule and structured progress report that includes outline of objectives for 50% of firms to have a business continuity plan, with established responsibilities for individuals in the organisation.	Four (4) weeks after approval of deliverable # 1a	1 Week	20%
2b	Stakeholder Report	Report on key findings from consultations , in line with table of content agreed from deliverable # 1			
3	Organisation Gap Assesment	Gap assesment for each of the selected firms, detailing the readiness of the firm in terms of compliance with the Disaster Risk Management Framework, and the outstanding actions that are required to prepare the firm for full policy implementation and support plan for each selected firm.	Eight (8) weeks after approval of deliverable # 2b	2 Weeks	20%
4	Training Template	Provision of a training template that will be used as a basic guide and measure of the compliance of GSS firms. The template should have basic guidelines along with technical expertise and recommendations for GSS firms to readily prepare the following: 1. Disaster Plan 2. Disaster Recovery Plan 3. Risk Schedule 4. Safety Plan 5. Data Protection Plan	Twelve (12) weeks after approval of deliverable # 3	2 Weeks	25%
4a	Training for Implementation	Presentation of participation and training report of consultations with selected firms for the implementation of their internal framework of a quality and standard outlined in deliverable #1 and benchmarked against other similarly established organisations. This is to be supported by a master check list useful in directing a training schedule and determining the percentage of firms with a plan.	Four (4) weeks after approval of deliverable # 4	1 Week	
5	Periodic Progress Report	Quarterly progress report on key deliverable # 4.	Quarterly	1 Week	
6	Exit Assesment	Detailed presentation of report on firms that were supported, with an overview of the current landscape of GSS firms with a DRMF. This must cover at least 80% of selected firms from deliverable # 1a.	Four (4) weeks after approval of deliverable # 4a	1 Week	
7	Final Report	A final report detailing the development of the consultancy, activities undertaken, recommendations and conclusions reached.	Eight (8) weeks after approval of deliverable # 6	2 Weeks	25%

9.0 PROJECT SCHEDULE AND MILESTONES

9.1 The Consultant will be engaged for an initial thirteen (13) months.

9.2 All final deliverables should be submitted to the Board of Directors of the Business Process Industry Association of Jamaica (GSAJ) through the Operations Manager who will oversee this consultancy. The format of reports and other documents should be agreed upon ahead of submission and must be submitted in an editable format for review. Files in pdf format will not be accepted.

10.0 ACCEPTANCE CRITERIA

10.1 All reports will be approved by the supervisor of the consultancy. The estimated timeframe for approval is outlined in Section 5 above.

11.0 OTHER REQUIREMENTS

The consultant must have:

11.1 Master's degree in Environmental or Health Science or a related field.

11.2 Qualifications in Disaster Risk Management, Occupational Health and Safety or other relevant disciplines.

11.3 Certifications in Business Management or other relevant disciplines.

11.4 At least 5 years of experience working in Disaster Risk Management or Development Projects.

11.5 At least 2 years of proven work experience as a Training Coordinator, Trainer, Training Facilitator or similar role.

11.6 3 years of experience working in the Global Services Sector, specifically the BPO segment would be an asset.

11.7 Excellent written and oral communications skills

11.8 Demonstrable experience in stakeholder management

11.9 Experience working with Government Ministries, Departments and Agencies (MDAs);

11.9.1 Interpersonal, communication and presentation skills.

11.9.2 Problem-solving and decision-making abilities.

11.9.3 Analytical skills.

- 11.9.4 Negotiation skills and the ability to influence people.
- 11.9.5 Resilience and the ability to cope under pressure.
- 11.9.6 Planning and organisation skills.
- 11.9.7 Technical acumen.
- 11.9.8 The skills to be a team player and to work on our own.
- 11.9.9 Leadership qualities.
- 11.9.10 A proactive approach to work, in terms of suggesting changes and improvements to processes and systems.
- 11.9.11 Commercial awareness and the ability to understand broad business issues.

12.0 SUPERVISION AND REPORTING

- 12.1 The coordination and supervision of this consultancy will be managed by the Global Services Association of Jamaica. The consultant will report directly to the President of the GSAJ.

REFERENCE

1. Disaster Risk Management Framework
 - a. <https://drive.google.com/file/d/124yL-G8xmqnzocXxz83-t3TgIOcZWHQN/view?usp=sharing>
2. Disaster Risk Management Contingency Plan
 - a. <https://drive.google.com/file/d/1BszLIVGVeIZywceM7rMG9HiOfxitXrcL/view?usp=sharing>
3. Standard Operating Procedure for Business Continuity
 - a. <https://drive.google.com/file/d/124yL-G8xmqnzocXxz83-t3TgIOcZWHQN/view?usp=sharing>
4. Mission Report
 - a. <https://drive.google.com/file/d/124yL-G8xmqnzocXxz83-t3TgIOcZWHQN/view?usp=sharing>

Implementation of an Internal Policy for the GSAJ that is benchmarked against other similarly established organisations already established.