



## **TERMS OF REFERENCE**

### **INTEGRATED COMMUNITY DEVELOPMENT PROJECT (ICDP)**

#### **Consultancy for Research, Documentation and Communication of an Integrated Community Renewal Model/Blueprint**

#### **1.1. BENEFICIARY COUNTRY**

Jamaica

### **BACKGROUND**

#### **1.2. JAMAICA SOCIAL INVESTMENT FUND (JSIF)**

The Jamaica Social Investment Fund (JSIF) is a limited liability company incorporated under The Company’s Act of Jamaica. It was established in 1996 as a component of the Government of Jamaica’s (GoJ’s) national poverty alleviation strategy. The Fund was designed primarily to channel resources to small-scaled community-based projects. This is done with the use of an Operations Manual that acts as a guide to ensure transparency, accountability and efficiency in project implementation.

The operations of the JSIF were initially funded by a loan negotiated between the GoJ and the World Bank. Though the Fund was initially established as a temporary organization with an initial lifespan of four (4) years, it has been in operation for over twenty-one (21) years; invested an estimated USD 200 million, of which approximately 80% is on infrastructure. Presently the Fund has been charged with executing agreements with international organizations that will continue until 2022.

#### ***The mandate of the JSIF is:***

The Jamaica Social Investment Fund (JSIF) mobilizes resources and channels these to community-based socio-economic infrastructure and social services projects. Through a national partnership between central and local government, communities and private and public organizations, the JSIF addresses the immediate demands of communities in a manner that is quick, efficient, effective, transparent and non-partisan.

#### **1.3. PROJECT CONTEXT**

The GoJ has earmarked community development as a priority and has sought to partner with various International Organizations (IOs) in the identification of resources, development of strategies and implementation of interventions to support community development. To this end, the Planning Institute of Jamaica (PIOJ) through its Community Renewal Programme (CRP) has been utilizing a collaborative, bi-partisan and multi-stakeholder approach to coordinate a multi-level, integrated intervention targeting selected communities.

Partnership has been forged with IOs, Non-Government Organizations (NGOs), Government agencies and private sector institutions in support of community development and urban renewal. IOs include the European Union, (EU) which is channeling its assistance under the Poverty Reduction Programme Phases II, III and IV being implemented by the Jamaica Social Investment Fund (JSIF), the United States Agency for International Development (USAID) through its COMET Programme, the World Bank through its Integrated Community Development Programme (ICDP) and the Caribbean Development Bank (CDB) through its Basic Needs Trust Fund Cycles. As well, the Inter-American Development Bank (IDB), the Department for International Development (DFID), and the Canadian International Development Agency (CIDA) support the Citizen Security and Justice Programme (CSJP I-III), the flagship crime prevention programme for the GoJ.

The Jamaica Social Investment Fund commenced the process towards community renewal in 1996 with a US \$20 million loan from the World Bank under the Jamaica Social Investment Fund Project (JSIFP). This was supported by a further US \$15 million in funding from the World Bank under the National Community Development Project (NCDP). In 2006, the GoJ signed a USD 29.3 million loan with the World Bank to implement the Inner-City Basic Services for the Poor Project (ICBSP), which benefited over 60,000 people in 12 inner city communities. The ICBSP sought to upgrade the physical infrastructure and enhance citizen security in the 12 communities within five parishes which faced limited social amenities, inadequate access to basic services and high levels of poverty and incidence of crime. Specifically, the ICBSP encompassed activities aimed at improving the quality of life of community residents through improving access to services such as water, sanitation, solid waste collection, and drainage; and undertaking electricity regularization, road paving, and measures to enhance perceptions of safety. In parallel, the Project undertook activities to promote security of tenure and the provision of financial services for community members. Importantly, the ICBSP supported the improvement in the integrity of crime data at the community level through a Japan Social Development Fund (JSDF) Grant for the development of the Jamaica Crime Observatory<sup>1</sup>.

In 2014, following upon the successful implementation of the ICBSP, the GoJ signed a loan valued at US \$42 million with the World Bank for the funding of the Integrated Community Development Project (ICDP) with JSIF as the implementing Agency. This project was signed in 2014 and will be implemented over six (6) years ending in 2020. The ICDP will empower 18 inner city communities to participate in and benefit from the development process; the Project Development Objective is to enhance access to basic urban infrastructure and services, and contribute towards increased community safety in selected economically vulnerable and socially volatile inner city communities of Jamaica.

It is estimated that the ICDP will directly and indirectly benefit approximately 89,000 people across the project communities through the provision of basic infrastructure, improved access to services, and targeted comprehensive violence prevention programmes. Within the selected communities the project will target the following groups: (i) at-risk males and unattached children, youth and young adults (males and females) with a particular focus on 15-29 year olds; (ii) in-school youth ages 12-18; (iii) female single headed households; (iv) gang members; (v) teenage parents; (vi) unemployed or irregularly

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<sup>1</sup> World Bank, Project Appraisal Document, 6.

employed community members; and (vii) families requiring counselling and civil support to access basic social services.

The project has four (4) components including Project Administration which is Component 4. The other three (3) components as outlined in the Project Appraisal Document (PAD) at project design are detailed below:

**Component 1: Basic Infrastructure and Access to Services (US \$28 million).** This component will develop infrastructure investments across Project communities according to identified community priorities, including, *inter alia*: (i) widening, rehabilitating and paving existing roads; (ii) improving storm water drainage; (iii) installing water supply and sanitation household connections and promoting behavioural change for the use and maintenance of water supply and sanitation infrastructure; (iv) improving electricity connections and lighting through (1) the installation of street lighting, (2) the extension of the electricity network and regularization of illegal electricity connections, (3) promoting behavioural change for the use and maintenance of electricity connections and lighting, and (4) supporting environmentally sustainable lightning; (v) rehabilitating educational facilities; (vi) removing zinc fences and replacing with permanent structures; (vii) constructing community integrated spaces and mobile mediation centres; and (viii) improving the cleanliness of Project Communities through: (1) the provision of equipment, (2) the construction of enclosures around skips and dumpsters, (3) the carrying out of clean-up and maintenance activities by Environmental Wardens, and (4) the provision of Results-Based Incentives to: (A) the National Solid Waste Management Authority (NSWMA) for the provision of waste collection and recycling services, and (B) Community-Based Organisations (CBOs) and Environmental Wardens for the carrying out of litter management and collection; all located in RB Community Areas.

**Component 2: Public Safety Enhancement and Alternative Livelihoods (US\$7.2 million).** As outlined in the National Crime Prevention and Community Safety Strategy, a priority area of intervention for the GoJ is the development and strengthening of programmes that focus on high risk groups (particularly youth amongst whom unemployment rates are notably high). This component will support the development and roll-out of programmes that focus on key safety concerns and high risk groups through, *inter alia*: (i) implementing the “Violence Interrupter” programs,<sup>2</sup> and (ii) strengthening school and community-based violence prevention interventions in Selected Communities, including, *inter alia*: (1) the Safe Passages Programme; (2) the Programme for Alternative Student Support; and (3) school-community and after-school programmes. Alternative livelihoods will be supported through, *inter alia*: (i) implementing programmes to engage youth in leadership and civic participation; (ii) improving participation in community cleanliness through: (1) implementing clean-up programmes, and (2) strengthening public awareness programmes to improve the cleanliness of Project Communities; (iii) strengthening micro-enterprises through: (1) designing a skills and knowledge transfer programme, and (2) providing training in the following areas: business plan development, operations, accounting, marketing, human resources and finance; and (iv) implementing youth education and recreation programmes (selected pursuant to the criteria set forth in

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<sup>2</sup> Interventions focused on strengthening crisis management, trauma response, counselling mediation, community outreach and mobilization working with most at risk youth. See ICDP Project Appraisal Document for details (<http://projects.worldbank.org/P146460?lang=en>).

the Project Operational Manual) to enhance learning and develop social and conflict mediation skills.

**Component 3: Institutional Strengthening for Urban Management and Public Safety (US\$2.69 million).** This component will support institutional strengthening activities related to urban management through, *inter alia*: Carrying out capacity building activities for selected entities of the GoJ responsible for urban management through, *inter alia*: (a) providing technical assistance to the Ministry of Transport, Works and Housing to identify options for low-income housing in densely populated areas, including the development of a strategy to incorporate the private sector and NGOs in low-income housing development; (b) providing equipment and technical assistance to the National Land Agency (NLA) through: (1) improving the systems to pre-check survey plans and cadastral maps for the general registration of land titles, and (2) preparing a national policy on land regularization; (c) developing an urban renewal plan for communities in and around downtown Kingston, including actions to address poor infrastructure and housing; (d) preparing a strategy for the renewal of inner city communities considering infrastructure and housing stock; and (e) carrying out capacity building activities, as required, for governmental agencies responsible for the operation and maintenance of basic infrastructure, including: roads, water pipelines, sanitation facilities, drainage works, educational facilities, community centres, public spaces, skips and drums. This component will also support institutional strengthening activities related to public safety through, *inter alia*: carrying out capacity building activities for selected entities of the country responsible for public safety through, *inter alia*: (a) improving the coverage, range and distribution of data collected by the Crime Observatory, including, *inter alia*: (1) expanding coverage, (2) improving the software to analyze data collected, (3) carrying out capacity building activities for staff to analyze and disseminate a greater volume of information, (4) carrying out two Victimization Surveys, and (5) updating existing community profiles through the inclusion of new data on crime and violence and outreach to communities to obtain information; (b) strengthening the governmental agencies' capacity to: (1) carry out impact evaluations and evidence-based crime and violence reduction interventions; and (2) collect public safety data; and (c) providing training to community mobilizers and para-professionals for the incorporation of evidence-based principles and approaches for the implementation of those programmes that focus on key safety concerns and high risk programmes, which are indicated above under Component 2.

The ICDP is currently in its 5th year of implementation and at mid-term (December 2017) was rated as Moderately Satisfactory according to the findings of the Mid-Term Evaluation (October 2018). As at April 2019, the project is undergoing restructuring in alignment with the objective of granting all 18 communities access to basic services and increasing the perception of public safety. Component 1 will experience scope tightening in relation to the integrated package of interventions due to expenditure above original commitments. Regarding Component 2 and 3, the aim is to ensure impact and achievement of the PDO. Component 2 will follow a framework of family, school, youth and community-level activities, following the ecological model and the risk factors to be mitigated through the project. In this regard, restructuring will facilitate the completion of interventions surrounding the Social Marketing in support of the regularization of utilities, expansion of the Alternative Livelihoods and Skills Development Programme to strategically reflect the global labour market demands, and ensuring multi-agency and stakeholder coordination and commitments to enable the development and sustainability of urban infrastructure. Therefore stakeholder engagement, coordination and strengthening of the community-based organizations (CBOs, key GoJ ministries, local government, and related entities) will

form a major part of the Exit Strategy and thereby underscores the relevance of this consultancy.

Based on the aforementioned Project Context, the Consultancy for Research, Documentation and Communication of an Integrated Community Renewal Model/Blueprint will seek to assess Jamaica's community development landscape focusing on the JSIF's ICBSP and ICDP, and incorporating learning from other relevant programmes falling within the Community Renewal Programme<sup>3</sup> and any other relevant national community development initiatives that integrate a violence prevention model. These may include the Poverty Reduction Programme (PRP), the Citizen Security and Justice Programme (CSJP), COMET supported by USAID and the most recent GOJ Social Intervention under the Zones of Special Operations.

## 2. OBJECTIVES OF THE ASSIGNMENT

The JSIF was designed to channel investments for community development and has evolved in its approach over the years through various projects. The ICBSP was the first multi-investment and targeted community renewal project which has now been followed by the ICDP. In its approach to executing these projects as well as others, the JSIF has identified and developed several best practices which require some level of research, documentation and thereafter communication.

**The main objectives of this consultancy are to analyse the main features of integrated community development and violence prevention projects implemented in Jamaica over the past decade, and then to develop a document or blueprint that can be referenced and costed for replication and scaling of similar type development projects or programmes such as the Integrated Community Development Project.**

The general purpose of this Consultancy is to support the documentation and elaboration/development of a framework and reference document that will inform and guide future community development projects. It is expected that the Consultant's output will represent a blueprint/model and /or approach that can be adjusted as needed, replicated and scaled across other urban development and violence prevention interventions.

For the purposes of this Consultancy the JSIF defines the blueprint as the documentation, publication and communication of a robust, evidence-informed methodology and approach to integrated community development.

The Consultant will:

**(i) collect existing information, compare, evaluate and extract results, impact, lessons and learning from different/successive models and interventions in community development, to enable an ever-evolving and sustainable approach to community**

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<sup>3</sup> Consultant will make use of existing reference documentation compiled to date on urban renewal and community development in Jamaica including: Agenda 2030 for Sustainable Development (Jamaica's SDGs Outcome Document); Vision 2030 Jamaica –National Development Plan; Project Appraisal Documents (PADs), JSIF's Operations Manual, Evaluation Reports across all relevant projects: Baseline Assessment; Mid-term and Final Evaluations; the report resulting from the World Bank IEG's ex-post performance evaluation (ICBSP) ; and other sector-specific reports as identified by JSIF.

development in Jamaica (urban renewal / urban resilience / violence prevention). The Consultant shall examine past and current projects under the Community Renewal Programme (CRP) platform, i.e. COMET, CSJP 1-3, ICBSB, ICDP, PRP, Zones of Special Operations (with reference to the social interventions), among other outputs and approaches etc. Items to be taken into consideration, among others, are: methodology, targeting, coverage, scope, intensity, duration, results, sustainability of results, main lessons etc.

(ii) **perform an assessment of the social return on investments** using ICDP as the benchmark, making sure to build strong evidence about results and cost-effectiveness. There must be considerations for the social, environmental and economic value created for individuals and communities against the level of invested resources;

(iii) based on the findings of the above, **develop the “blueprint” of what is recognized to be the best / most suitable community development approach**. This will include, but not be limited to: (a) best practices in the integration of key pillars and activities in community development (i.e. Human Development, Urban Infrastructure and Resilience, Violence Prevention, Governance and supporting Policy Frameworks); (b) proposed strategies for unblocking recurrent constraints, such as those related to Component 3 of ICDP (Urban Management): operation and maintenance (O&M) of infrastructure; regulatory, governance and institutional frameworks required to achieve sustainable and greater results ; (c) the suggested roadmap / sequencing / methodology for deploying the multiple soft and hard interventions; (d) the needed Government and agency matrix of responsibilities and coordination arrangements (before, during and after community development interventions) – appraisal, licensing, procurement, O&M, etc.; (e) forward looking insights on desirable next steps (types of communities to be prioritized in the future, in the context of scarce resources; a rationale for intervening in them; a costing exercise etc.); and (f) suggestions on sector policy-related reforms and/or actions which should be in place (or pursued) to enable and/or amplify success in areas, such as land regularization, options for low-income housing in densely populated areas etc. It is ultimately the aim that the outputs of the Consultancy will be the major input to the concept for an "enhanced/scaled" ICDP; and

(iv) **develop and implement a stakeholder engagement and communication strategy around the publication, dissemination and communication of the blue print document** (including popular/summarized and standardized/full versions of materials).

### **3. DETAILED SCOPE OF THE ASSIGNMENT**

#### **Generally:**

Develop a costed reference document/blueprint based on research and documentation to reflect and capture the best practices for an integrated community development blueprint/model specifically in volatile and vulnerable communities. The document, in addition to becoming a reference for future investments in communities; will be the basis of various communication strategies to inform and enhance the awareness, understanding, and knowledge of key stakeholders in the government, international donor community, private sector, civil society, etc. at the national and local levels.

**Specifically, the Consultant Firm will be required to undertake *inter alia*:**

**1. Phase One – Research and Assessment of Key Local Community Development Models)**

- a) Further to the Inception Meeting with JSIF (See Deliverables), conduct consultation meetings with key implementing partners for the project including; the Planning Institute of Jamaica (PIOJ)- Community Renewal Programme (CRP); Ministry of Education, Youth and Information (MOEYI), Ministry of Local Government and Community Development (MLGCD), Social Development Commission (SDC), Ministry of National Security (MNS), Ministry of Transport and Works (MTW), National Solid Waste Management Authority (NSWMA), Office of Disaster Preparedness and Emergency Management (ODPEM), Municipal Corporations, National Environment and Planning Agency (NEPA), and other relevant agencies as well as non-government agencies (NGOs) such as Community Based Organizations (CBOs) on issues relating to community development and urban renewal and violence prevention aligned to national development strategies that should be addressed in the implementation of the project.
- b) Undertake a technical desk review of previous and on-going projects such as COMET, CSJP 1-3, ZOSO, ICBSP, PRP and ICDP project reports: Project Appraisal Documents (PADs), evaluations, research studies – baseline assessments, mid-term and final evaluations to identify factors influencing success, lessons learned and recommendations for improvement.
- c) Undertake secondary data analysis of national development strategies, programmes and policies which will impact on the integrated community development model.
- d) Assess the overall impact of community development projects to date as it relates to:
  - a. Social capital formation and improvement in community empowerment
  - b. Inclusiveness and participation across all project components
  - c. Evidence of gender mainstreaming
  - d. Targeting the poor and vulnerable
  - e. Beneficiary impact and satisfaction
  - f. Reduction in the issues affecting Persons living with Disabilities (PWDs)
  - g. Sustainability of project outputs as it relates to socio-economic and environmental resilience.
- e) Assess constraints, and propose strategies to unblock these constraints e.g. land regularization, affordable housing etc. It is ultimately the aim that the outputs of the Consultancy will be the major input to the concept for an "enhanced/scaled" Integrated Community Development Project.
- f) Document findings, to include what has been achieved, best practices implemented, any gaps that exist, issues affecting sustainability of project interventions and recommendations to address any issues that may have arisen

during project implementation

- g) Based on (a) to (f) above, prepare a document outlining a costed integrated community development approach (i.e. Human Development, Urban Infrastructure and Resilience, Violence Prevention, Governance and supporting Policy Frameworks) inclusive of the following : (a) proposed strategies for unblocking recurrent constraints, such as those related to Component 3 of ICDP (Urban Management): operation and maintenance (O&M) of infrastructure; regulatory, governance and institutional frameworks required to achieve sustainable and greater results ; (b) the suggested roadmap / sequencing / methodology for deploying the multiple soft and hard interventions; (c) the needed Government and agency matrix of responsibilities and coordination arrangements (before, during and after community development interventions) – appraisal, licensing, procurement, O&M, etc.; (d) forward looking insights on desirable next steps (types of communities to be prioritized in the future, in the context of scarce resources; a rationale for intervening in them; a costing exercise etc.); and (e) suggestions on sector policy-related reforms and/or actions which should be in place (or pursued) to enable and/or amplify success in areas, such as land regularization, options for low-income housing in densely populated areas etc. It is ultimately the aim that the outputs of the Consultancy will be the major input to the concept for an "enhanced/scaled" ICDP; and

## **2. Phase Two – Social Return on Investment (SROI): Value for Money Analysis Report**

SROI helps organisations understand and manage the social, environmental and economic benefits (value) that they are creating. It is a measurement approach, developed from traditional cost-benefit analysis that captures the economic value of social benefits by translating social objectives into financial measures and focuses on the most important sources of value as defined by stakeholders. The aim of Phase 2 is to assess and quantify the value of the widespread and multi-layered social impact (interventions provided) of JSIFs investment under ICBS and ICDP to date:

The SROI Report should seek, at minimum, to answer the following questions:

1. To what extent have ICBS and ICDP project components demonstrated that the interventions have delivered added benefit and value to the 30 communities to date
2. To what extent can the project components be considered an effective use of invested resources
3. To what extent did ICBS and ICDP project components deliver value for money?
4. To what extent have project components incorporated learning to improve subsequent/current projects
5. To what extent can the SROI methodology feasibly be applied given available documentation and information, across other future projects? What are the foreseen challenges?
6. How could JSIF's monitoring and evaluation system be adjusted to better facilitate socio-economic cost benefit analysis in the future?

The SROI involves the undertaking of a **Value for Money (VfM) Analysis** inclusive of (but not limited to) the conduct of:

- a) Desk review of all relevant project and sector documents including: Agenda 2030 for Sustainable Development (Jamaica’s SDGs Outcome Document); Vision 2030 Jamaica –National Development Plan; Project Appraisal Documents (PADs), JSIF’s Operations Manual, Evaluation Reports across all projects: Baseline Assessment; Mid-term and Final Evaluations; the report resulting from the World Bank’s Independent Evaluation Group’s (IEG’s) ex-post performance evaluation (ICBSP) ; and other sector-specific other reports as required.
- b) Sensitivity Analysis to determine overall if ICBSP and ICDP has or is likely to deliver value for money
- c) Produce a final SROI report on the process and findings including:
  - i. Value for Money Analysis- to include Costing/ metrics for integrated community renewal
  - ii. Results Matrix outlining an Outcome Map showing the relationship between inputs, outputs, outcomes
  - iii. Conclusions and Policy Recommendations
- d) Conduct at least 2-3 days of sensitization/capacity building workshop for 15-20 JSIF/partner agencies personnel which provides step-by-step support to apply SROI to their planning, monitoring and evaluation practices and embed SROI within project best practices.

**3. Phase Three - Development of costed Blueprint / Model of Integrated Community Development** – which represents an approach that can be adjusted as needed, replicated and scaled across other urban development and violence prevention interventions. It incorporates an evidence-informed methodology and approach to Integrated Community Development. This will include, but not be limited to: (a) best practices in the integration of key pillars and activities in community development (i.e. Human Development, Urban Infrastructure and Resilience, Violence Prevention, Governance and supporting Policy Frameworks); (b) proposed strategies for unblocking recurrent constraints, such as those related to Component 3 of ICDP (Urban Management): operation and maintenance (O&M) of infrastructure; regulatory, governance and institutional frameworks required to achieve sustainable and greater results ; (c) the suggested roadmap / sequencing / methodology for deploying the multiple soft and hard interventions; (d) the needed Government and agency matrix of responsibilities and coordination arrangements (before, during and after community development interventions) – appraisal, licensing, procurement, O&M, etc.; (e) forward looking insights on desirable next steps (types of communities to be prioritized in the future, in the context of scarce resources; a rationale for intervening in them; a costing exercise etc.); and (f) suggestions on sector policy-related reforms and/or actions which should be in place (or pursued) to enable and/or amplify success in areas, such as land regularization, options for low-income housing in densely populated areas etc. It is

ultimately the aim that the outputs of the Consultancy will be the major input to the concept for an "enhanced/scaled" ICDP;

The costed blueprint should incorporate the findings of the research and development model assessments and the SROI data modelling phases.

#### **4. Phase Four - Development of Content and Material for Publication, Information, Education and Communication**

The objectives of the Communications aspect of the consultancy are to share 1) the successes of ICDP and 2) the model/blueprint for future interventions. As such, the development of the blueprint will require technical elaborations and resource mobilisations as it relates to ownership, engagement and implementation of the key elements of the document/model by respective stakeholders (Office of the Prime Minister (OPM), Cabinet Office, Planning Institute of Jamaica (PIOJ), Social Development Commission (SDC), Ministry of Local Government and Community Development (MLGCD), Municipal Authorities, Ministry of Education, Youth and Information (MEYI), Jamaica Constabulary Force (JCF) and other relevant agencies, Community based organizations and the public). To this end, to enable the compilation, education, dissemination and resource mobilisation of the model, Phase 4 will involve:

- a. Consultations with key implementing partners for the project including; the Planning Institute of Jamaica- Community Renewal Programme; Ministry of Local Government and Community Development (MLGCD), Social Development Commission (SDC), National Solid Waste Management Authority (NSWMA), Office of Disaster Preparedness and Emergency Management (ODPEM), Municipal Corporations, National Environment and Planning Agency (NEPA), and other relevant agencies as well as non-government agencies (NGOs) such as Community Based Organizations (CBOs) on issues relating to relating to public awareness that should be addressed in the implementation of the project (integrated model for community development).
- b. Determine methodology and communication mediums/tools that will be used to capture the intended audiences<sup>4</sup> and undertake baseline assessment of knowledge, awareness and behaviours against which the efficacy and impact of the communication strategy can be measured.
- c. Establish links with existing CBOs, and other entities located within the ICDP population to increase communications reach.
- d. Specify appropriate communication channels, dissemination methods and media such as video, print, animation, web/online media, traditional media, competitions, public events, social media, among others, to effectively communicate key messages to specific stakeholders<sup>5</sup>) incorporating

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<sup>4</sup> Target audiences are 1) GoJ and policy-makers, 2) Donor agencies and Implementing partners, 3) Civil Society Actors 4) Communities

<sup>5</sup> Target audiences are 1) GoJ and policy-makers, 2) Donor agencies and Implementing partners, 3) Civil Society Actors 4) Communities

community-based participatory methodologies to ensure accessibility to vulnerable communities

- e. Develop and prepare a communications strategy and action plan for the Integrated Community Development blueprint/model related activities and objectives targeting audiences outlined above.
- f. Develop Information, Education and Communication (IEC) materials for dissemination (appropriate scripts for radio and story board and scripts for television advertisements as required)
- g. Produce final reports (popular version and standard layout) on costed document/blueprint of the integrated community development programme including radio scripts, television scripts and storyboards. Draft/Mock-up of audio-visual kits and other public educational materials for several target audiences based on consultations with JSIF's internal Communications team.

i. **Popular Version of document/blueprint** incorporating:

- 1. Definition of the principles and / or pillars for integrated community development and renewal
- 2. Identification of the Stages in the process e.g. data gathering and analysis, targeting, management and monitoring
- 3. Mechanisms for quality assurance
- 4. Documentation of the best practices developed over time
- 5. Costing/ metrics for integrated community renewal programme

- ii. **Standard publication layout of document/blueprint**, as well as radio scripts, television scripts and storyboards. Draft/Mock-up of audio-visual kits and other public educational materials for several target audiences based on consultations with JSIF's Communications team.

*The Consultant shall ensure Government of Jamaica, Jamaica Social Investment Fund and World Bank visibility in all activities and on all printed and audio-visual material.*

#### **4. PROJECT MANAGEMENT**

The Consultant Firm shall report directly on all technical and contractual matters to Managing Director of JSIF or his designate. The Consultant firm is reminded that it should request problem-solving meetings with the JSIF as soon as there is any indication of a variation in the scope of work, changes to the timeline or additional costs being necessary. No variations are to be made to the agreed time or cost without the written approval of JSIF.

## 5. LOGISTICS AND TIMING

### 5.1. COMMENCEMENT DATE & PERIOD OF EXECUTION

The intended period of execution of the contract is seven (7) months inclusive of JSIF’s feedback timelines. The intended commencement date is October 1, 2019.

### 5.2. DELIVERABLES AND PAYMENT SCHEDULE

Payment will be made in accordance with the submission and approval (by JSIF) of the deliverables as outlined below:

Convene an **Inception Meeting** with JSIF Team within **10 calendar days** after the contract is signed. The objective of this meeting is to review the TOR and establish a common understanding about the contract’s objective. Among the topics for this meeting will be the JSIF’s goals and expectations for the work, a preliminary discussion of the proposed methodology, review of project schedule, and administrative details related to reports and on-going communication.

Deliverables	Date to be Delivered	Payment
1 <b>Inception Report (maximum 30 pages excluding annexes)</b> including comprehensive research methodology, data analysis plan, data collection templates/instruments and a revised Implementation Plan. The Methodology shall delineate the conceptual and practical framework for all three phases of the project: documentation, research and communication and shall outline the steps to be taken in order to respond the scope of works documented in Section 3. As appropriate, the deliverable shall expand upon or refine the research questions and topics outlined in this Terms of Reference, as per discussions at Inception meeting with JSIF. Additional questions/topics may be defined by the JSIF or the consultancy team during the course of the work. The Implementation Plan and Research Methodology shall specify the quantitative and qualitative approaches by which data collection will occur, and from whom, including a timetable for any development, pre-testing and revision of data collection instruments. Both quantitative and qualitative research and value for money analysis is to be undertaken for this assignment.	1 month after signing of contract	15 <sup>6</sup> %

<sup>6</sup> Payment percentage based on professional fees. Reimbursable expenses will be based on submission of claim receipts.

	<b>Deliverables</b>	<b>Date to be Delivered</b>	<b>Payment</b>
2	<p><b>Phase 1: Interim Assessment Report and PowerPoint Presentation (maximum 40-50 pages excluding annexes. Power Point maximum 40 slides)</b> – The report findings must identify what has been achieved, best practices implemented, any gaps that exist, issues affecting sustainability and institutionalisation of project interventions, recommendations to address any issues that may have arisen for the gamut of community development project implemented to date (including COMET, ICDP , PRP, CSJP I-III) identify constraints and propose the unblocking of these the constraints. It is ultimately the aim that the outputs of the in-depth Assessment (Phase 1) will be the major inputs/building blocks to the concept for an "enhanced/scaled" integrated Community Development model.</p>	2 months after deliverable 1	25%
3	<p><b>Interim Social Return on Investment Report The Value for Money Analysis (maximum 30-40 pages excluding annexes):</b></p> <p>SROI Evaluation Findings overall, and disaggregated by ICDP project components:</p> <ol style="list-style-type: none"> <li>a. Value for Money Analysis</li> <li>b. Results Matrix outlining the Outcome Map</li> <li>c. Conclusions and Policy Recommendations should detail: the approach and methodology used; the findings and results of the assessment programme, the challenges of retrospective analysis and lessons learned, recommendations for future cycles and proposed adjustments to JSIF’s monitoring and evaluation systems which will better facilitate future retrospective cost benefit analysis</li> </ol>	2 months after deliverable 2	20%
4	<p><b>Conduct of 2-3 days sensitization/capacity building Workshop.</b></p> <p>The <b>Workshop</b> deliverable includes:</p> <ol style="list-style-type: none"> <li>a. Programme outlining step-by-step support to apply SROI to the participants planning, monitoring and evaluation practices and embed SROI within project best practices</li> <li>b. Modules must focus on SROI applied in the development cooperation sector, particularly with regard to enhancing the “model for community development”.</li> <li>c. Hand-outs/short training guides should also be provided to trainees. <i>(All training materials should be reviewed and</i></li> </ol>	One month after deliverable 3	10%

Deliverables	Date to be Delivered	Payment
<p style="text-align: center;"><i>approved by JSIF prior to commencement of training.)</i></p> <p><b>Final Documents (including Blueprint/Model, Communications Strategy and revised PowerPoint Presentations, Story boards, Info graphics, inclusive of JSIF’s feedback)</b></p> <p><b>Blueprint / Model of Integrated Community Development</b> – represent an approach that can be adjusted as needed, replicated and scaled across other urban development and violence prevention interventions evidence-informed methodology and approach to Integrated Community Development.</p> <p>(Documentation of how to implement best practices to effectively execute integrated community development interventions in volatile and vulnerable communities, e.g. human capital development, infrastructure development and housing).</p> <p>a. <b>Popular Version (Summary)</b> – of costed document/blueprint for integrated community development/urban renewal with infographics</p> <p>b. <b>Standard publication layout</b> of document/blueprint, as well as radio scripts, television scripts and storyboards. Draft/Mock-up of audio-visual kits and other public educational materials for several target audiences based on consultations with JSIF’s Communications team.</p> <p><b>SROI Report (maximum 50-60 pages excluding annexes)</b> is a stand-alone document outlining Value-for Money Analysis and Results Matrix outlining the Outcome Map</p> <p><b>Communication Strategy (targeting multiple audiences) (maximum 40 pages excluding annexes)</b> –to deliver the objectives with clear deliverables (storyboards, radio and television scripts etc.), milestones, media to be used and responsibilities for implementation by JSIF Team.</p>	<p>One month after deliverable 4</p>	<p>30%</p>

<b>Deliverables</b>	<b>Date to be Delivered</b>	<b>Payment</b>
<b>TOTAL NUMBER OF MONTHS</b>	<b>*7 months</b>	

*\*Includes timelines for iterations and reviews on content. JSIF shall have 5-10 working days within which to forward comments to the Consultancy Firm after each submission of a deliverable.*

**Note: The Work Presentation for deliverables 5.2.1 to 5.2.5 is incomplete without submission of the following:**

- a. Two hard copies and one electronic copy in Microsoft Word (on CD/Jumpdrive) of reports.
- b. Two hard copies and one electronic copy (on CD/Jumpdrive) of PowerPoint documents.
- c. One copy of audio recordings or transcripts in Microsoft Word of primary research-surveys/focus group discussions/key informant interviews data collected are to be submitted with relevant reports (on CD/Jumpdrive). If any focus groups are held the transcripts and audio recordings must include the location, date, name of the facilitator and participants/groups. If any names are mentioned pseudonyms are to be used to protect confidentiality
- d. Primary data sets through quantitative SPSS, (NVivo) or any other software or tools must also be submitted.

### **5.3. PROCUREMENT SELECTION METHOD**

The assignment is for a firm/team and the procurement selection method will be based on the Quality-and Cost Based Selection (QCBS). This method takes into account the quality of the proposal and the cost of the services in the selection of the successful firm.

## **6. QUALIFICATIONS**

A globally reputable research institution or consultancy firm with at least 10 years international experience in the design, implementation, monitoring and evaluation of urban and community development projects (urban upgrading, slum upgrading, city design and development [CDD]) or other related areas, should submit a proposal for a team which possesses the following qualifications and expertise:

A **Team Leader** with at least a Master’s Degree, but preferably a PhD, in disciplines such as Economics, Statistics, Management Studies, Urban Studies, Development Studies, Project Management or any other related discipline responsible for coordinating the development of the deliverables. This individual should possess:

- At least fifteen (15) years’ experience working on similar assignments employing skills in project management and evaluation requiring use of triangulated qualitative (inclusive of participatory approaches) and quantitative research methodologies. Report preparation for international and national organizations with the following profile.

- Knowledge of project design, implementation and evaluation, in areas similar to the ones proposed by the task with overall responsibility for quality assurance of the design, SROI and M&E methodology.
- Proven experience in supporting development agencies or government institutions in conversion of their management practices to result-based models
- Report preparation for international and national organizations with the following profile:
  - Evidence of use of triangulated qualitative (inclusive of participatory approaches) and quantitative research methodologies
  - Produce well-written and comprehensive Social and Economic Reports
  - Delivering technical and business training workshops and coaching to multi-sectoral partners (government, donors, community based organizations)
  - Proficiency in Microsoft Office, familiarity with databases and information management systems
  - Work experience in the LAC or familiarity with similar assignments for the region.
  - Assignments in urban communities would be an asset

An **Economic/Financial Specialist** with a Master's Degree in Social Sciences – Economics/Statistics/Business Analytics or related field with:

- At least 10 years' experience in a similar international economic analysis project position (economics, financial modelling and/or project management)
- Advanced level expertise in application of socio-economic cost benefit, sensitivity and Value for Money (VfM) analyses
- Demonstrated background and experience with the required techniques, approaches, software tools and methodologies for effective application of socio-economic cost benefit, sensitivity and Value for Money (VfM) analyses
- Recent experience in delivering SROI and Value for Money Analysis project reporting for organizations/project institutions is a strong asset;
- Proficiency in Microsoft Office, familiarity with databases and information management systems;
- Work experience in the LAC or involvement with similar assignments within the region.

An **Urban Sector Specialist** with a Master's Degree in urban planning/engineering/architecture, or discipline relevant to urban/regional planning and/or any relevant social science disciplines relating to international or community development with:

- At least 10 years' experience in urban development (urban upgrading, slum upgrading, city design and development (CDD) or other related areas
- Possesses relevant Urban Planning experience including experience formulating development cooperation programmes for national governments
- Provides supporting evidence of reports /studies related to preparation of pre-feasibility and feasibility level studies documenting the viability of the various urban development projects outlining the economic, technical, social and institutional viability of investment including the social and market demand and integrated value analysis of various urban development projects
- Experience with diverse monitoring and evaluation methods, including collecting data from organizations working at the grassroots level;
- Work experience in the LAC or familiarity with similar assignments within the region.

A **Violence Prevention or Social Development Expert** with a Master's Degree in Security Studies, Criminology, or other relevant fields in the Social Sciences with:

- At least 10 years' experience in the development, implementation and monitoring of violence prevention policies and programmes.
- Demonstrated experience working on programmes related to Urban /Community/Gender-based Violence, conflict mitigation/management/resolution, alternative livelihoods, and/or youth development programs
- Provision of reports/studies based on international evidence on violence prevention approaches in a humanitarian context.
- Provides supporting evidence demonstrating evidence of coordination on similar projects to assess the relevance of the blue-print design vis a vis international best practices against local evidence, the main features of implementation to identify bottlenecks and good practices, and the impact on multiple dimensions (risk and protective factors among others)
- Work experience in the LAC or involvement with similar assignments within the region.

**A Communications Specialist** with a Master's Degree in Mass Communications, Development Communication; Organizational Communications, Public relations, graphic design, animation, Social marketing and training, and other relevant fields.

- At least 8 years' experience in the development of communication strategies to raise awareness of development/humanitarian issues would be an asset
- Demonstrated relevant experience in developing, designing, production and publishing/dissemination/airing of communication products using various media, and organizing, and producing major events of regional or international nature
- Proven experience of graphic production from start to published/printed product with knowledge of printing processes (offset and digital) and colour management;
- Facilitating scripting for television and radio would be an asset.
- Excellent communication and report writing skills
- Experience in advocacy and communications planning, including knowledge and work on transparency and governance in the development sector, and multi-stakeholder work;
- Knowledge of the operations of international organizations, exposure to World Bank project policies would be a distinct advantage.
- Experience in producing communication products in a variety of formats and languages
- Work experience in the LAC or familiarity with similar assignments within the region.