



JAMPRO
TRADE & INVESTMENT JAMAICA



TERMS OF REFERENCE: PROJECT MANAGER / CONSULTANT
CARIBBEAN COOPERATION BUSINESS MODEL PROJECT
FOR ANIMATION COMPANIES
CDB / CIIF ENABLING ENVIRONMENT GRANT, JAMPRO

BACKGROUND

1. The Cultural and Creative Industries Innovation Fund (CIIF) was launched in December 2018 with an initial USD2.6 million in capitalisation from the Caribbean Development Bank (CDB). It is a multi-donor Fund that supports the Creative Industries sector development, and encourage innovation, job creation and improved enterprise sustainability by providing grant financing and technical assistance (TA) to creative/cultural entrepreneurs, micro, small and medium-sized enterprises (MSMEs), business support organisations (BSO) and academia, which support the CIs sector in CDB's Borrowing Member Countries (BMC). CIIF will leverage support from the Caribbean Technological Consultancy Services (CTCS) Network in providing TA to MSMEs and BSOs through the use of its network and expertise.
2. The objectives of CIIF are to:
 - 2.1. enhance the technical capacity and knowledge of MSMEs in the CIs sector to improve their competitiveness to participate in local, regional and international markets;
 - 2.2. increase the generation of employment and income by strengthening MSMEs involved in the CIs sector with resources to finance innovative ventures, develop new products, implement new business models, and enter new markets;
 - 2.3. strengthen BSOs that support the CIs to deliver capacity building at national and regional levels;
 - 2.4. support the enabling environment for the development of the CIs sector in beneficiary countries with a focus on legislative reforms and incentive policies; and
 - 2.5. improve the quality, depth and dissemination of research on the CIs sector, and to strengthen the existing knowledge infrastructure related to CIs in CDB's BMCs.
3. The Jamaica Promotions Corporation (JAMPRO) has been selected by the CIIF for a project grant award under the CDB / CIIF Enabling Environment grant. The project execution is to be conducted under two phases – and Initial Phase and an Execution Phase. JAMPRO seeks a Project Manager / Consultant to design, deliver, and conduct monitoring and evaluation of the awarded project.

ABOUT THE PROJECT

The Global Animation Industry Report 2017 confirms that the demand for animated entertainment has expanded with the increase in broadcasting hours by cable and satellite TV along with the growing popularity of the Internet. There is consensus that rapid advancement of technology has made computer animation available to the masses and the animation industry is one of the fastest growing industries. The total value of global animation industry was US\$ 254 billion in 2017 and is projected to reach US\$ 270 billion by 2020. Most of the segments in the animation industry are growing at the rate of 2% YoY. The spend on special effects as a percent of production cost is about 20%-25%. The size of streaming market for animation content was US\$ 2.4 Billion in 2017 and is growing at an annual rate of 8%. The size of global video gaming industry was US\$ 92 billion in 2017



The current international animation industry is influenced by large multinational studios as well as TV broadcast companies and cable channel companies. They are engaged in activities from pre-production to distribution, as well as new sources of revenue such as DVD sales and intellectual property licensing. The multinational studios leverage various forms of partnership, coproduction, joint ventures, and outsourcing with global partners.

The three core areas of competitiveness for the Caribbean in the film and animation sector are new talent, access to technology and authentic culture-based branding. Marrying what makes the Caribbean unique and special with the precise requirements of the markets and facilitated by a strong talent base and advanced technology adoption are the necessary ingredients for competitive success in the film and animation sector. Furthermore, given the popularity of Caribbean culture, there is an increasing demand for the development of local content for both consumption and export. As an example, a local animation studio created the Caribbean's first animated series, which was a big hit in Jamaica and has been distributed regionally and in several international markets.

Outsourcing and Intellectual Property (IP) development in animation requires scale and expertise, which exist in the Caribbean but in a highly fragmented and disjointed way. For example, there are approximately 15 animation studios/companies in Jamaica¹ with at most 10 full time employees, while Trinidad has 2 active animation companies with as many seats. These numbers often fluctuate as most animators freelance, and the animators that studios employ from training institutions often require additional training which studios have found to be costly and time consuming.

Despite these limitations, Trinidadian studios have found success in winning outsourcing contracts due in large part to their internationally competitive tax rebates (35-55%) and Jamaican studios have done so with competitive labour costs. However, servicing these contracts often requires subcontracting services to other countries which is frequently a cost to the studios due to a lack of collaboration among Caribbean studios. As a result, Latin American and South East Asian studios are often utilized to fulfill the employment requirements of these contracts.

These challenges also limit the capacity for expansion since large contracts often exceed the capabilities of our individual studios, and the fulsome requirements for servicing outsourcing contracts means that studios have less time to develop local and Caribbean projects. This has led to investor disinterest in the animation and screen-based industries. To bolster Caribbean animation, resources must be pooled.

For this to happen, training institutions must harmonize their 2D and 3D courses to meet the needs of employers, studios will have to standardize the technological pipeline for production, incentives from all countries will have to be promoted as a single opportunity, and there must be a collective approach to seeking investments. The framework for this collaboration is provided for within CARICOM, and this project is intended to formalize a model for its implementation.

The project will design, test, and publish a model for pooling the available regional resources for

¹ Animation companies in Jamaica report having received a large number of inquiries for outsourced work. Proposed projects range from a 15-month, 52-episode Saturday morning Cartoon for the European market, to a 6-month, 26-episode TV series in Canada. Industry leaders in the country are confident that due to the high demand for outsourced animation, and given Jamaica's increasingly renowned reputation in this area, there is a high prospect for future labour demand in this industry. This could present tremendous benefits to Jamaica's economy. If each of the 4 local animation companies could accept just two concurrent 6-month contracts (4 contracts over a year), this would represent earnings of an average of US \$42,000 per episode (26 episodes per series), and an influx of \$15-20 million of foreign currency per year and 500 - 1000 new jobs



developing local screen-based IP and for maximizing outsourcing opportunities for the creation of third-party screen-based IP. For example, Trinidad enjoys a tax rebate, and Jamaica benefits from a Special Economic Zone, and many other Caribbean islands also benefit from a variety of local incentives. This project will model how screen-based practitioners across the region can utilize the Caribbean single market economy to access the various incentives and resources across our islands and collaborate business-to-business in order to advance revenue-generating projects in the screen-based industries.

The Caribbean region benefits the most when we work together, particularly in emerging business such as the screen-based industries. For the Caribbean animation industry, the global scenario points out that the industry will continue to be vulnerable to external forces and will be required to react to each new stressor. In this context government initiatives are important and useful in supporting the industry, but not sufficient to achieve the kind of structural changes that will be required for the industry to be internationally competitive. The industry remains largely informal in nature, despite the few established and well-anchored companies in operation. This informality within the ecosystem results in the region's inability significantly penetrate international markets and develop notable competitive advantage in the global animation sector. This project will utilize Jamaica, Trinidad and other partner countries to develop and test a cooperation business model for outsourcing and local IP generation which will be replicable across the Caribbean.

OBJECTIVES OF THE PROJECT MANAGER / CONSULTANT

- 1.1. The Project Manager / Consultant will be responsible for managing the following expected project outcomes:
 - 1.2. Management of all administrative and budgetary requirements to fulfil grant conditions as contracted between JAMPRO and the CDB / CIIF
 - 1.3. A business cooperation model is developed and digitally published to outline, facilitate and encourage collaboration among screen-based practitioners across the Caribbean region. This will include improved access to existing information to improve planning, management and regulation of the sector, investment promotion, facilitation and efficient administration of regional incentives.
 - 1.4. Digital workflows are modelled to follow standard pipelines so that any segment of the animation production workflow process can be completed by any existing Caribbean production company with the necessary software and staffing
 - 1.5. Regional incentives and resources are documented and modelled for access by practitioners
 - 1.6. Training curricula is assessed to ensure that graduates are being suitably prepared to be employment-ready based on the demands of the industry
 - 1.7. Caribbean screen-based production companies experience an increase in outsourcing contracts and investment opportunities.
 - 1.8. Formalization of the ecosystem is experienced via an increased number of film and animation resources along the value chain that are registered on national and regional databases

SCOPE OF WORK

1. The scope of work is understood to cover all the activities necessary to accomplish the stated objectives of the project, whether or not a specific activity is cited below.
2. The scope of work is divided into two phases. The initial phase provides the research, project



- design, budget preparation, partnership commitments, and any other necessary document approval requirements needed for the successful execution of the full contract. Documents developed by the consultant during this Initial Phase shall be used to inform development of the second contract. The second phase involves the full execution and monitoring/evaluation of the project.
3. The Project Manager / Consultant will be assessed at the end of the first phase to determine the continued execution of the Project.
 4. The main tasks/activities in the Initial Phase are as follows:
 - 4.1. All research and development required to further inform project design and budget preparation;
 - 4.2. Participation in training sessions and delivery of relevant output. Training will be organized by CIIF including but not limited to Financial and Procurement Compliance; Gender Training;
 - 4.3. Completion and submission of the CIIF Project Design template and Project Description Template and Financial Reporting Template;
 - 4.4. Establishment of formal Memoranda of Understanding with partners;
 - 4.5. Design of monitoring & evaluation framework for project;
 - 4.6. Development and submission of terms of references of an animation studio or studios and recruitment where necessary,
 - 4.7. Development of community of practice elements to satisfy CIIF additionality components, primarily the development of an animated video, which is to be available as an online resources to other CIIF stakeholders via CIIF Platforms; The animated video is intended to illustrate the objectives of the Caribbean Model animation project and project launch.
 5. The main tasks / activities in the execution phase of the Project are:
 - 5.1. Environmental Scan – assess existing and potential productivity /output of animation companies and labour pool in the selected territories ; Assess existing localized incentives and resources applicable to animation across the region; Assess provisions within the CSME and other regional treaties and processes that support this collective business development approach throughout the Caribbean;
 - 5.2. Standardization of animation studio pipeline – Recruitment and management of the selected animation studios across the region in oversight of the collaboration project; Mapping of the technological processes for each animation studio; Identify inter-locking business processes and workflow pipeline for studios to streamline digital collaboration; In collaboration with the selected animation studios, develop and implement a standard studio internship / apprenticeship program to ensure that graduates are employment-ready based on the demands of the industry upon completion of their training programs
 - 5.3. Pooling of regional incentives and resources - Develop comprehensive resource of all regional facilities that support the development of the animation industry, including studio establishment and expansion (e.g. the Jamaica Special Economic Zone), Outsourcing (Trinidad's tax rebate program), and IP development. Formalize process on how these shared regional resources can accessed by regional companies for collaborative productions, ideally utilizing the existing provisions of the CSME;
 - 5.4. Publication of Cooperation Model - Deliver via digital publication and/or instructional video the process to access and maximize regional pooled resources as modelled through the Project
 - 5.5. Stakeholder Management – Manage the smooth delivery of all partnership requirements throughout the Project



METHODOLOGY

The Consultant will submit an outline of a proposed methodology and programme that will ensure achievement of the objective and successful completion of the scope of works.

LOCATION AND DURATION

The consultancy will require on-site and remote working arrangements with JAMPRO. The anticipated duration of the project is a maximum of twelve (12) months in total, divided into an Initial Phase and an Execution Phase. The Initial Phase is anticipated for up to three (3) months between October 2019 and June 2020, and the Execution Phase expected thereafter.

DELIVERABLES

1. In the Initial Phase the Project Manager / Consultant is responsible for completion of:
 - 1.1. Inception Report, to include research to inform project design and budget preparation
 - 1.2. CIIF Project Design Template
 - 1.3. CIIF Project Description Template
 - 1.4. CIIF Financial Reporting Template
 - 1.5. Memorandum of Understanding signed with all stakeholders / partners
 - 1.6. Terms of Reference, Selection Criteria, and Contracts signed for the animation companies
 - 1.7. Oversight and delivery of any launch activities for the Project
 - 1.8. Status Report at the end of Initial Phase
 - 1.9. All documents required to complete the contracting and preparation for the Execution Phase

PAYMENT SCHEDULE

Payment will be in keeping with the negotiated payment structured outlined in the contract, according to the following schedule.

- 20% upon acceptance of inception report
- 30% upon acceptance of first draft of all deliverables – Templates, MOUs, TORs, Contracts
- 30% upon acceptance of launch activities
- 20% upon acceptance of all final deliverables

REPORTING REQUIREMENTS

The Consultant will prepare and submit the outputs to JAMPRO as agreed.

QUALIFICATIONS AND EXPERIENCE

1. The Consultant should possess the following qualifications and experience:
 - 1.1. Post graduate degree (MA., MSc., or MBA) in Business Management, Strategic Planning, Project Management, Public Policy, International Relations, International Trade, and/or Screen-based Media Production (Film, Animation, or Digital).
2. At least ten (10) years' experience in any, or a combination of, the following areas:
 - 2.1. Delivering industry related studies and development of strategic frameworks, plans, and policies. Specific experience in the Film and Animation Industries is an asset.



- 2.2. Monitoring and Evaluation, Business Planning, Project Management, Management Consultancy. Specific experience in the Film and Animation Industries is an asset.
- 2.3. Development, implementation, or administration of regional trade and investment policies. Specific experience in the Film and Animation Industries is an asset.
- 3. At least seven (7) years' experience working in the screen-based industries (film, animation, and/or digital)
- 4. Demonstrated experience working with government agencies and international donors. Prior experience with the Caribbean Development Bank or other international donor agencies is an asset.
- 5. Demonstrated established relationships with key players in screen-based sectors, regionally and/or internationally.
- 6. Demonstrated knowledge of the development of nascent animation industries, and developmental models (government and/private sector) that have been used in countries such as Canada, India, China, Singapore, Japan, South Korea and the Philippines to foster growth in the creative industries.
- 7. Strong inter-personal, verbal and written communication skills, with an excellent command of written and spoken English
- 8. Proven track record of successful completion of assigned tasks; as per references

ELIGIBILITY

- 1. The Consultant shall be eligible to participate if:
 - 1.1. he or she is a citizen or a bona fide resident of a member country of CDB; and in all cases, the Consultant:
 - 1.2. has no arrangement and undertakes not to make any arrangements whereby any substantial part of the net profits or other tangible benefits of the contract will accrue or be paid to a person not a citizen or bona fide resident of an eligible country;
 - 1.3. is not bankrupt or insolvent or in the process of either, or having their affairs administered by the Courts; has not entered into an arrangement with creditors, or is in any analogous situation arising from similar procedures provided for in their national legislation or regulations;
 - 1.4. has not been convicted of an offence concerning their professional conduct by a judgment which has the force of res judicata;
 - 1.5. has not been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the EU's financial interest;
 - 1.6. is not guilty of misrepresentation in supplying the information required as a condition of the participation in the procedure or if they fail to supply this information; and
 - 1.7. does not expose a conflict of interest.

EVALUATION CRITERIA

Minimum Technical Score: 70 points

Requirement	Assessment Criteria	Maximum Score
A. BACKGROUND & EXPERIENCE		
Eligibility	Must meet basic eligibility as outlined in the TOR in	N/A



	order to be considered	
Qualifications	<p>Must meet academic qualifications as outlined in the TOR in order to be considered</p> <p>Post graduate degree (MA., MSc., or MBA) in Business Management, Strategic Planning, Project Management, Public Policy, International Relations, International Trade, and/or Screen-based Media Production (Film, Animation, or Digital) or other related field</p>	N/A
<p>Professional Experience</p> <p>At least ten (10) years' experience in any, or a combination of, the following areas</p>	<p>Delivering industry related studies and development of strategic frameworks, plans, and policies. Specific experience in the Film and Animation Industries is an asset.</p> <p>Monitoring and Evaluation, Business Planning, Project Management, Management Consultancy. Specific experience in the Film and Animation Industries is an asset.</p> <p>Development, implementation, or administration of regional trade and investment policies. Specific experience in the Film and Animation Industries is an asset.</p> <p>Delivering industry related studies and development of strategic frameworks, plans, and policies.</p>	20
Sector Experience	At least seven (7) years' experience working in the screen-based industries (film, animation, and/or digital)	15
Knowledge and Delivery	Demonstrated experience working with government agencies and international donors. Prior experience with the Caribbean Development Bank or other international donor agencies is an asset. (15)	15
	<p>Strong inter-personal, verbal and written communication skills, with an excellent command of written and spoken English, as demonstrated in proposal (5)</p> <p>Demonstrated established relationships with key players in screen-based sectors, regionally and/or internationally, as demonstrated in proposal (5)</p> <p>Demonstrated knowledge of the development of nascent animation industries, and/ or developmental models related to the creative industries, as demonstrated in proposal (5)</p>	15
B. METHODOLOGY		



Approach to project execution	Effectiveness of proposed methodology and programme that will ensure achievement of objectives and successful completion of the scope of works.	20
C. PERFORMANCE TRACK RECORD		
Quality of Previous Work	Proven track record of successful completion of assigned tasks; as per references	10
D. QUOTATION		
Meets fixed budget	Fixed budget of US \$4500 for Initial Phase	5
Total Financial Score	The formula for determining the financial scores is the following $S_f = 5 \times F_m / F$, in which S_f is the financial score, F_m is the lowest price and F the price of the proposal under consideration.	
TOTAL SCORE		100