

REQUEST FOR EXPRESSIONS OF INTEREST
CONSULTING SERVICES

Selection # as assigned by e-Tool: JA-T1142-P001

Selection Method: Simplified Competitive Selection

Country: Jamaica

Sector: Financial Markets

Funding – TC #: ATN/OC-16375-JA

Project #: JA-T1142

TC name: Strengthening the Development Bank of Jamaica (DBJ) Institutional Capacity through the Digitization of the Credit Enhancement Fund (CEF) Management Process

Description of Services: Digitization of the Credit Enhancement Fund (CEF) Management Process

Link to TC document: <http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=EZSHARE-143306921-5>

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: Monday, January 15, at 5:00 P.M. (Washington D.C. Time).

The consulting services (“the Services”) include the design, development and implementation of a modern and innovative workflow system to efficiently, accurately and securely process applications and claims and provide an on-going monitoring and risk management system with electronic and web-based interfaces. Specifically, the system will automate processes and generate appropriate reports to effectively deliver the financial products in accordance with the Operating regulations, loan conditions and the Development Bank of Jamaica (DBJ’s) guidelines. The duration of the consultancy will be eight (8) months and work location is the Development Bank of Jamaica, Jamaica.

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.

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.

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: navitaa@iadb.org

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Jamaica

DIGITIZATION OF THE CREDIT ENHANCEMENT FACILITY (CEF) MANAGEMENT PROCESSES

TERMS OF REFERENCE

I. BACKGROUND

In May 2017, the Inter-American Development Bank approved a loan of US\$20 million – the Credit Enhancement Programme for Micro, Small and Medium Enterprises (MSME) (JA-L1075) – which will contribute to increase the productivity of MSMEs in Jamaica by facilitating access to medium- and long-term credit for investment projects. The Development Bank of Jamaica (DBJ) will use the loan proceeds to complement the capital of the Credit Enhancement Facility (CEF), an existing guarantee mechanism administered by the Development Bank of Jamaica (DBJ). Under the CEF, partial credit guarantees are issued to eligible Approved Financial Institutions (AFI) to cover individual investments loans to be undertaken by eligible MSMEs.

The weakness in internal control and limited capacity to handle a larger scale of transactions due to the manual processing of guarantees and a database housed and managed in excel was identified as a potential risk that could impact the successful implementation of the loan's objective. To mitigate this risk, a Technical Cooperation (TC) was approved in June 2017 (JA-T1142) with the objective to strengthen the institutional capacity of the DBJ, relating to the internal control and reporting function to support the design and implementation of its institutional initiatives to ensure an effective delivery of services. As the IDB loan is expected to scale-up the volume of transactions handled by the CEF, the DBJ will greatly benefit from an automated workflow, database management and reporting system to maximize efficiency and safeguard internal controls.

II. OBJECTIVE

The objective of this consultancy is strengthening DBJ's institutional capacity through digitalization of the CEF – which will include the design, development and implementation of a modern and innovative workflow system. The purpose is to efficiently, accurately and securely process applications and claims and provide an on-going monitoring and risk management system with electronic and web-based interfaces for the Credit Guarantee Facility (CEF). Specifically, the system will automate processes and generate appropriate reports to effectively deliver the financial products in accordance with the Operating regulations, loan conditions and the Development Bank of Jamaica (DBJ's) guidelines.

III. CHARACTERISTICS OF THE CONSULTANCY

- 3.1 **Type:** Firm
- 3.2 **Duration:** 8 months commencing on 1st February 2018
- 3.3 **Work Location:** place of residence and Jamaica (Development Bank of Jamaica)
- 3.4 **Qualifications:** The appointed consulting team must include Business Analysts and IT Developers to cover the business and technical tasks. The Firm must ensure appropriate levels of experience and/or certification to ensure the optimal performance for the Project.

The consultants working on this assignment should have:

- i. Experience working on similar projects, at all stages of the project cycle e.g. from the design phase to the implementation, training and maintenance phases.
- ii. Experience in the development and writing of computer programs to store, locate, and retrieve specific documents, data, and information and to manage electronic workflows (processes).

- iii. Experience working with Microsoft dotNet in the creation of web based solutions and services.
- iv. Excellent knowledge of programming languages and web design. SharePoint and security software knowledge is a plus.
- v. Excellent communication and program management skills.
- vi. Previous experience working in the Caribbean on similar projects in the Financial Sector is highly desired.
- vii. Previous experience working with the IDB and/or IDB-funded projects would be a plus.
- viii. Fluency in written and spoken English is required.

IV. ACTIVITIES

The firm will be required to design, develop and deliver electronic workflow system to efficiently, securely, and accurately process applications and claims in accordance with the parameters set forth in the operations regulations set forth by the DBJ and AFIs and provide an on-going monitoring and risk management system with electronic and web-based interfaces. The vision of the role of the electronic management system is to allow the AFIs to submit requests for guarantees and claims applications securely online, as well as to report loan behavior information to the DBJ. Security, accuracy and ease of functionality are critical features of the system to be designed, developed and delivered. The system is expected to store and/or transfer information to compatible databases, preferably in a SQL or a related platform. Activities to be carried out by the selected consultant are outlined table below.

Proposed Work Plan

Phase	Activities	Proposed Deliverables
Project Planning	i) Clarify all requirements and expectations of this TOR and agree on an approach to the project	i) Detailed Work plan, including specific deliverables and expected deliver dates ii) Monthly progress reports
System Documentation and Design	i) Review current CEF operations and identify scope of work (processes to be automated, reports to be generated etc.) ii) Solicit feedback from DBJ staff and AFIs about benefits, drawbacks, and risks of current CEF processes	i) Thorough documentation of status quo (time required/ number of steps and people involved in completing each operation to be automated/generating reports and proposed future state Work flow chart to be prepared on current system and any redundancies or improved measures identified. The workflow will include the following processes: <ul style="list-style-type: none"> -AFI participation into the CEF - submission and approval or rejection -New guarantee - submission and approval or rejection (including E&S¹ requirements) -AFI reporting -Claim submission and approval or rejection -Asset recovery reporting ii) Complete list of system requirements, including all

¹ Environmental & Social.

		operational, technical and legal requirements to be met iii) System design, which should clarify user (DBJ, AFI and IDB) functionality to be included, look and feel of the system, proposed changes to current process
System Development	<ul style="list-style-type: none"> i) Develop system that automates the agreed upon processes and generates the agreed upon reports ii) Develop an MIS module to strengthen DBJ's decision-making capabilities through the creation of a management information system for the CEF, based on the data generated by the workflow and the financial interface. iii) Develop necessary forms and templates for loans/guarantees (AFIs/DBJ) iv) Test system to ensure desired functionality was achieved, among developers, as well as with a subset of prospective users (DBJ staff and AFIs) to gather feedback (iterative process that will be repeated until all requirements are satisfied) 	<ul style="list-style-type: none"> i) Fully functional, modern, automated CEF system ii) Fully functional MIS system capable to providing the requisite information and reports for decision making, monitoring and evaluation of the CEF; Reporting system, capable of generating user-friendly, automated reports iii) Results of test, and list of issues to be resolved, as well as a plan to resolve (iterative process that will be repeated until all requirements are satisfied)
System Delivery	<ul style="list-style-type: none"> i) Develop detailed operations manual, including necessary information for different end users (DBJ staff, AFIs) ii) Design and deliver training to DBJ staff iii) Work with DBJ to document/update documentation of CEF administration procedures, reflecting changes in the process as a result of new system functionality or availability of new reports 	<ul style="list-style-type: none"> i) CEF procedures guide ii) System operations manual iii) User guide for AFIs iv) Curriculum for staff training

Further, the system should automate the entire transaction processing – from loan-guarantee requests to claims request – and the requisite reports on all stages. System should track the loans approved and allow for the generation of progress reports for use by both the IDB and the DBJ. The system should have the necessary safeguards to ensure confidentiality of information entered at the AFI's end and the transmission of such information to the DBJ.

V. DELIVERABLES

- 5.1 As referenced above, the expected deliverables and anticipated delivery dates will be defined during the work planning phase. They should include, but are not limited to:
- i. A brief inception report and work plan with a schedule of activities. This will include the plan to execute the above-mentioned activities.
 - ii. A workflow chart of the current manual system which needs to be digitized

- iii. A fully implemented electronic management system to receive, process, track, and generate reports on applications for loan guarantees.
- iv. A fully developed reporting system including reporting and monitoring templates and being serviced by the DBJ.
- v. Training material for the DBJ and participating AFIs, under format agreed with the coordination team.
- vi. An operations manual that documents the functionalities of the system, and which will serve as a guide for its intended users, both AFIs and DBJ staff
- vii. Monthly progress reports.

VI. PAYMENTS

6.1 The consultant Firm will be paid as follows:

- i. Ten (10) percent of the lump sum will be paid at commencement of the contract;
- ii. The remaining Ninety (90) percent will be divided in installments, amongst deliverables ii-vi, upon acceptable of the products/deliverables by the DBJ and IDB.

VII. COORDINATION

7.1 The technical and administrative responsibilities of this consultancy will be coordinated by the Development Bank of Jamaica (DBJ) and the IDB (Navita Anganu CMF/CJA) and Isabelle Braly-Cartillier (IFD/CMF).