1.0 BACKGROUND

1.1 The Government of Jamaica (GOJ) charted in 2009 a path for national development and renewal which, inter alia, calls for the repositioning and transformation of the Public Sector to support the achievement of the National Outcomes delineated in *Vision 2030 Jamaica, the National Development Plan*.

1.2 Recognising the centrality of preserving a stable macroeconomic landscape as the fulcrum for sustainable national growth and development, the GOJ enunciated its commitments to ensuring that the macro and micro economies are poised to produce the conducive environment necessary to achieve *National Goal 3: Jamaica’s Economy is Prosperous*, as indicated through the associated outcomes:

- National Outcome #7 – A Stable Macro economy
- National Outcome #8 – An Enabling Business Environment
- National Outcome #9 – Strong Economic Infrastructure
- National Outcome #10 – Energy Security and Efficiency
- National Outcome #11 – A Technology-Enabled Society
- National Outcome #12 – Internationally Competitive Industry Structures

1.3 The GOJ, in agreement with key multi-lateral /bilateral agencies and development partners, has also developed the Economic Reform Programme (ERP), an initiative designed to reduce the national debt burden; promote fiscal discipline; increase revenue; improve efficiency in GOJ operations; and, the implementation of key reforms, namely in the public sector, pension administration and taxation.

1.4 The roll out of the ERP will, of necessity, be led and managed by the Ministry of Finance and the Public Service (MOFPS). The Ministry has overall responsibility for developing the GOJ’s economic policy framework, collecting and allocating public revenue, and playing an important role in the socio-economic development of the country, in creating a society in which each citizen has every prospect of a better quality of life. Further, the key components of the ERP include tax reform, public sector transformation, pension reform, debt management, central treasury management system, and corporate governance, all of which fall within the remit of the Ministry.

1.5 In December 2013, the MOFPS completed a comprehensive Strategic Review. The review identified a number of important deficiencies that reduce the MOFPS’s effectiveness and efficiency to promote economic growth and development, including: (i) a centralized decision making structure exacerbated by an excessive number of direct reports to the Financial Secretary; (ii) a prevalent culture of silo thinking with weak coordination and consultation between divisions; (iii) resistance to change; (iv) emphasis on transactional bureaucratic processes over
policy-making functions, (v) insufficient skills and competencies for required tasks such as economic analysis and forecasting; (vi) prevalence of cumbersome processes; and (vii) unclear roles, duplication of tasks, and functions overlap.

1.6 The strategic review also provided a number of recommendations to address these deficiencies and improve the performance of the MOFPS including: (i) revision of the vision and mission of the Ministry to focus on the creation of the environment for sustainable growth in Jamaica; (ii) organisational restructuring of the Ministry to better allow for the achievement of the above strategic objectives; and (iii) enhancement of work processes and systems. In addition, recommendations were put forward to address deficiencies identified with regards to: (a) leadership and accountability: implement Accountability Framework and increase focus on strategic management activities; (b) decision-making structures: reduce bottlenecks and increase responsiveness by reducing the number of reports to the Financial Secretary; (c) people: build capacity to ensure that critical activities can be performed; (d) work processes: carry out a business process reengineering exercise to eliminate duplications and overlap; and (e) culture: reduce degree of “silom mentality” by establishing new units that merge common functions (e.g., monitoring) that are currently duplicated across units.

1.7 The MOFPS recognizes the need to realign its organisational structure and machinery to improve the efficiency of its operational management and internal processes, and to strengthen its policy-making and implementation capacity. The MOFPS therefore must be transformed to better facilitate sustainable growth in the national economy, effective regulation of the country’s financial institutions, and the cost-effective delivery of public services. As such, the Ministry has embarked on a three (3) year Transformation Programme.

1.8 The objectives of the Transformation Programme are to: (1) make the operations, machinery and internal processes of the MOFPS more efficient; (2) improve the development and execution of policy associated with public fiscal management; (3) improve the policy making capacity and, in particular, strengthen institutional arrangements to analyse and formulate economic and fiscal policy; and, (4) develop the relevant organisation structure, culture and accountabilities required for sustained operations of the MOFPS and execution of its strategic objectives.

1.9 The Transformation Programme has three (3) components that will:

1. Re-organise the Ministry in line with the Value Chain Approach to enable the effecting of core responsibilities that can lead to strategic success;

2. Build capacity within the MOFPS to enable the transformation to a High Performing Organisation; and,

3. Develop, implement and sustain supporting change and culture management programmes and initiatives to support renewal across the Ministry.

**Component 1 - MOFPS Re-organisation**

This component supports the Ministry’s organisation restructuring. Main activities include:
• Develop a comprehensive three-year implementation plan for the MOFPS Transformation Programme with assigned responsibilities, cost, timelines and milestones;
• Conduct a business process reengineering exercise to eliminate red tape, merge duplicating functions and eliminate redundant and unnecessary ones;
• Definition of functional profiles and job descriptions for the new structure;
• Implementation of HR transition strategy and plan to move MOFPS staff from the old structure to the new one;
• Adoption of new MOFPS organisation structure (i.e., organisational chart, staffing levels, operating procedures);
• Prepare procedures manuals to support new/improved business processes;
• Conduct space audit to inform the reallocation of staff work space based upon new organisation structure;
• Establish ICT Governance Framework to enhance systems management; and
• Develop Performance Management and Accountability Framework, including the development of Service Level Agreements with clients.

Component 2 - MOFPS Competencies and Capacities
This component provides a competency framework along with a robust capacity building programme to address skill and competency gaps. Activities include:
• Design and implement a competency framework for the Ministry;
• Carry out a comprehensive training needs assessment, followed by a training plan based on the needs assessment findings; and,
• Conduct training impact evaluations.

Component 3 - Change Management and Communication
This component supports the transformation of the Ministry's organisational culture. It should also lead to an improved understanding of the needs and behaviour of employees transitioning within macro-level organisational change and to promote transformation programme activities across the MOFPS. This will be executed in collaboration with an external change management consulting firm. Main activities include:
• Design and implement a change management and communication plan to mitigate re-organisation related risks;
• Apply behavioural insights to external business processes;
• Apply behavioural insights to internal business processes as part of the Transformation Programme, focusing on improving staff engagement, productivity and change management;
• Enhance capacity of MOFPS staff to respond positively to change;
• Assure key stakeholders engagement throughout the MOFPS transformation process.

1.10 To carry out its Transformation Programme, the MOFPS will establish an implementation management structure with the following core elements:

i) creation of a dedicated Programme Management Office (PMO), responsible for ensuring full implementation of the programme. The PMO will be comprised of both consultants and MOFPS staff who will provide the technical and advisory support to MOFPS senior management for Programme implementation. The MOFPS staff will work exclusively and on a full time basis in the PMO. The PMO will include:

   a. **PMO Director** - manage the day to day operations of the PMO and have primary and direct responsibility for components one (1) and two (2);
   b. **Change Management consulting firm** - will have direct and primary responsibility for component three (3) which will design and implement a change management strategy and plan based on the application of behavioural economics, as well as the attendant communication plan;
   c. **Business Analysis Consultant** - provide the management analysis and organisational development functions including business process reviews and the development of job descriptions;
   d. **Process Review and Organization Development Consultant** - conduct business reviews/reengineering exercise, design and implement organisational development interventions and develop SOPs and procedure manuals.
   e. **Change Management and Culture Management Specialist** - assist in the implementation of the change management strategy and plan as well as the implementation of the communication plan;
   f. **PMO Administrator** - provide the financial management and project management support required for the successful operation of the Programme, as well as assisting in financial reporting and performance updates to International Development Partners.

ii) establishment of a Transformation Steering Committee (TSC) to support and supervise the implementation of the programme. The TSC, chaired by the Financial Secretary and composed of key stakeholders, will ensure robust program governance, strategic direction and oversight.

iii) designation of change leaders and change agents in every unit of the organisation, selected from the MOFPS staff.
2.0 NATURE AND DURATION OF ASSIGNMENT

2.1 The Ministry has embarked on implementing the accepted recommendations and various proposals arising from the 2013 Strategic Review along with recommendations from previous work done. To this end, the Ministry is seeking to secure the services of a Consultant on a retention contract on a time basis to be agreed.

3.0 SCOPE OF WORK

3.1 Under the supervision of the Process Review and Organizational Development Consultant, the Consultant will work closely with the other members of the PMO, the change and culture management partners, as well as with relevant stakeholders to conduct business process reviews and the documentation of existing and proposed business processes.

The scope of work will include:

- conducting business process reviews/reengineering exercises;
- documenting existing and proposed business processes;
- reviewing legislation for the operation of select divisions and providing advice on amendments related to the objectives of the Transformation Programme;
- developing functional profiles;
- developing job descriptions;
- developing competency frameworks;
- conducting training needs analysis;
- conducting impact assessments;
- developing standard operating procedure manuals;
- providing advice on the development and implementation of the new organisational structure.

The following key areas are to be facilitated:

<table>
<thead>
<tr>
<th>Key Areas</th>
<th>Scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development of Functional profiles</td>
<td>• Conduct research on functional area(s)</td>
</tr>
<tr>
<td>and job descriptions</td>
<td>• Develop organizational chart</td>
</tr>
<tr>
<td></td>
<td>• Conduct job analysis</td>
</tr>
<tr>
<td></td>
<td>• Write job description</td>
</tr>
<tr>
<td></td>
<td>• Document rationale and/or justification with preliminary costings</td>
</tr>
<tr>
<td>Development of</td>
<td>• Identify key/critical business processes</td>
</tr>
<tr>
<td>Key Areas</td>
<td>Scope</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Key Areas

<table>
<thead>
<tr>
<th><strong>existing and proposed business processes</strong></th>
<th><strong>Scope</strong></th>
</tr>
</thead>
</table>
|  | • Conduct stakeholder analysis  
  • Map existing processes  
  • Conduct stakeholder consultations to determine proposed processes  
  • Map proposed processes |

<table>
<thead>
<tr>
<th><strong>Development of Standard Operating Procedure (SOP) manuals</strong></th>
<th><strong>Scope</strong></th>
</tr>
</thead>
</table>
|  | • Conduct research and collect data  
  • Interview relevant stakeholders  
  • Document SOPs  
  • Conduct stakeholder consultations to validate SOPs  
  • Develop SOP manuals |

### 4.0 QUALIFICATIONS/ EXPERIENCE

- First Degree in Organizational Development/Human Resource Management or other relevant Social Science Degree
- Certificate/Diploma in Management Analysis
- Seven (7) years experience in the organizational development or organizational psychology in a senior management capacity
- Training in Change Management and Leadership
- MS Office Proficiency in Word, Excel, Visio.

### 5.0 SPECIFIC KNOWLEDGE AND SKILLS

- Demonstrated experience in organisational development interventions.
- Proven experience in risk management and how to assess, document and manage risks, including the development of contingencies and mitigation plans.
- Sound understanding of government machinery and operations in order to meet the needs of the Ministry and an ability to provide realistic expectations.
- Sound understanding and knowledge of standard project management tools and techniques to schedule, plan and correct project performance.
- Sound understanding and knowledge of the Ministry’s core business strategies to inform business process reviews.
- Excellent critical reasoning, quantitative and qualitative analysis skills.
- Strong environmental scanning, analysis and interpretive skills.
- Strong negotiating and persuasive presentation skills.
- Proficiency and experience at working with multidisciplinary teams and cultivating strategic alliances with local and international organisations.
6.0 OFFICE ACCOMMODATION

The work will be carried out in Jamaica and be housed within the MOFPS, Kingston Jamaica offices.

7.0 DELIVERABLES

<table>
<thead>
<tr>
<th>NO.</th>
<th>Deliverable</th>
<th>Performance Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Work Plan</td>
<td>Submitted three (3) weeks after commencement</td>
</tr>
<tr>
<td>2</td>
<td>Twenty three (23) Monthly reports</td>
<td>Each report will detail the progress of activities related to the assignment highlighting issues, constraints, recommendations and proposed activities for the following month in accordance with the TOR and the agreed work plan.</td>
</tr>
<tr>
<td>3</td>
<td>Functional profiles and job descriptions</td>
<td>Functional profiles developed should at a minimum outline management responsibilities and relationships with the attendant output focussed job descriptions</td>
</tr>
<tr>
<td>4</td>
<td>Existing and proposed business processes documented</td>
<td>The existing and proposed business processes should be documented and flowcharted for at least the key/critical business processes</td>
</tr>
<tr>
<td>5</td>
<td>Procedure manuals</td>
<td>The procedure manuals developed should articulate and support the new/improved processes and ways of working</td>
</tr>
<tr>
<td>6</td>
<td>Draft Report</td>
<td>Submitted no later than six (6) weeks before the end of the project</td>
</tr>
<tr>
<td>7</td>
<td>Final Report</td>
<td>Submitted no later than three (3) weeks before the end of the project</td>
</tr>
</tbody>
</table>