



**MINISTRY OF FINANCE AND PLANNING  
TRANSFORMATION PROGRAMME  
BUSINESS PROCESS RE-ENGINEERING CONSULTANT**

**TERMS OF REFERENCE**

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**1.0 BACKGROUND**

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- 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 Planning (MOFP). 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 MOFP completed a comprehensive Strategic Review. The review identified a number of important deficiencies that reduce the MOFP'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 MOFP 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 “sil mentality” by establishing new units that merge common functions (e.g., monitoring) that are currently duplicated across units.
- 1.7 The MOFP 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 MOFP 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 MOFP 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 MOFP 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 MOFP 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 - MOFP Re-organisation**

This component supports the Ministry's organisation restructuring. Main activities include:

- Develop a comprehensive three-year implementation plan for the MOFP 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 MOFP staff from the old structure to the new one;
- Adoption of new MOFP 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 - MOFP 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 MOFP. 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 MOFP staff to respond positively to change;

- Assure key stakeholders engagement throughout the MOFP transformation process.

1.10 To carry out its Transformation Programme, the MOFP 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 MOFP staff who will provide the technical and advisory support to MOFP senior management for Programme implementation. The MOFP 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. **Project Technical Specialists** - provide the management analysis and organisational development functions including business process reviews and the development of job descriptions;
  - d. **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;
  - e. **Portfolio Analyst** - 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 MOFP staff.

## **2.0 NATURE AND DURATION OF ASSIGNMENT**

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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 Business Process Re-engineering consultant for a **period**

**of two (2) years** with the potential for renewal based on satisfactory performance and the needs of the Programme.

### **3.0 SCOPE OF WORK**

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3.1 Reporting directly to the PMO Director, the Business Process Re-engineering consultant will work closely with the international change and culture management partners as well as with Strategic Organisational Development Branch to develop and recommend effective organisational development solutions including: conducting business process reviews/reengineering exercises, developing functional profiles, job descriptions and procedural manuals as well as providing advice on the development and implementation of the new organisational structure.

### **3.2 SPECIFIC TERMS OF REFERENCE**

The specific Terms of Reference (TORs) for the consultancy are as follows:

- Establish and document the critical “As is” processes in the Ministry with the assistance of various process owners and other relevant stakeholders.
- Analyse the critical “As is” processes of the Ministry on the basis of its mandate and strategic context and determine gaps in terms of suitability, best practice, efficiency and effectiveness, and other relevant factors.
- Identify processes as part of BPR including beginning and end points, interfaces, as well as organizational units and stakeholders involved, particularly with the units reporting in projects and having financial implications
- In consultation with relevant stakeholders in the Ministry, and based on appropriate benchmarking, efficiency considerations, and other acceptable basis, establish a portfolio of “To be/Should be” processes for the Ministry and provide specific justification for the proposed processes, as well as simulations of how the processes would work in practice.

- Undertake/facilitate the relevant training of members of staff on any aspect of the exercise e.g. process documentation or process analysis.
- Collaborate with the Change Consultant, BIT and other stakeholders to design and implement an appropriate Change Management strategy that would run parallel to the BPR exercise enabling smooth implementation.
- Make recommendation on the structure and reporting lines in the Ministry.
- Identify and make recommendations for the utilization of various forms of contracting out or contracting in, service provision functions and assess whether sufficient number of alternative suppliers can be identified and estimate cost efficiency gains of various alternatives proposed;
- Identify and make recommendations on how IT systems and capabilities can influence and improve process design in the Ministry;
- Design and reengineer a prototype of the new process (along with identification of structures and processes to be rationalized or outsourced or strengthened) along with expected service standards in line with business objectives such as cost reduction, time reduction, output quality improvement;
- Identify training and logistics requirements of process reengineering.

In leading the processes to undertake the Specific Terms of Reference and the overall Scope of Work, the Consultant will conduct appropriate organizational development interventions, provides effective monitoring and promotes the adoption of best practices in change management. It is expected that among other things the consultant will;

- Develop and recommend appropriate organizational development programmes and solutions with a view to improving the efficiency and effectiveness of the Ministry's operations;

- Study, propose and implement systems and procedures to develop greater efficiency and productivity;
- Conduct organizational reviews, systems and procedures studies and makes recommendations;
- Examine the operations and workflow of identified divisions to determine systematic weaknesses e.g. duplication/overlaps, waste as well as activities that do not add value to the process by;
  - Conducting interviews with staff;
  - Observing the activities of staff in the working environment
  - Administering questionnaires
  - Reviewing previous reports/documents existing job descriptions and charts
  - Preparing flow chart of current operations
- Collect job related data through interviews, questionnaires, observations and examines records to validate findings;
- Develop/review standard operating policies and procedures;
- Prepare and issue final report of findings and recommendations;
- Assist with implementation of recommendations;
- Incorporate industry practices and research findings;
- Research, design and develop proactive policy initiatives and procedures;

The consultant will ensure that the BPR report is prepared in a participatory manner that supports and strengthens the commitment of the Ministry's management and staff; ensures the realism in terms of scope and expectations; acknowledges the challenges inherent in the process such as resistance to change.

#### **4.0 QUALIFICATIONS/ EXPERIENCE**

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- Masters Degree in Organizational Development or Business Management or similar discipline.
- Certificate/Diploma in Management Analysis.
- Seven (7) years experience in the organizational development process design or improvement.

- Experience with process mapping and modelling software, including Microsoft Visio and the development of process maps for current and future states of an organization's business processes.
- MS Office Proficiency in Word, Excel, Power Point.

## **5.0 SPECIFIC KNOWLEDGE AND SKILLS**

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- Demonstrated experience in organisational development interventions.
- Extensive knowledge and understanding of financial controls and risk management 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**

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



## EVALUATION GRID

<b>QUALIFICATIONS</b>	
1. Master's Degree in Organizational Development or Business Management or similar discipline.	15
2. Certificate/Diploma in Management Analysis.	5
<b>EXPERIENCE</b>	
3. Seven (7) years' experience in the organizational development process design or improvement.	15
4. Demonstrated experience in organisational development interventions.	10
5. Experience with process mapping and modelling software, including Microsoft Visio and the development of process maps for current and future states of an organization's business processes.	15
6. Sound understanding and knowledge of standard project management tools and techniques to schedule, plan and correct project performance.	10
<b>SKILLS</b>	
7. MS Office Proficiency in Word, Excel, Power Point.	10
<b>TOTAL</b>	<b>80</b>