



**MINISTRY OF FINANCE & THE PUBLIC
SERVICE**

TERMS OF REFERENCE

FOR

BUSINESS PROCESS REVIEW CONSULTANT

**(IMPLEMENTATION OF ENTERPRISE
CONTENT MANAGEMENT SOLUTION IN
MULTIPLE BUSINESS UNITS)**

1.0 BACKGROUND

The Enterprise Content Management (ECM) Project was conceptualized and developed with the goal of introducing and establishing a platform for the management of “content” within the entities of the Government of Jamaica (GOJ).

The GOJ procured the Newgen OmniSuite ECM system to automate selected workflows in four entities under the Ministry of Finance and the Public Service (MOFPS). The ECM solution enables collaboration, and drives efficiency and productivity across business processes. Through the automation of workflows and the management of tasks and activities, the solution facilitates improved customer service delivery and decision making.

Specifically, the purpose of the project was to:

- a) Transform critical workflows using ECM and other technologies; and
- b) Ensure that content for decision making/research is readily available and accessible via different media.

Under Phase I, thirty (30) business processes were automated within five (5) entities, vis a vis the Ministry of Finance and the Public Service (MOFPS), Tax Administration Jamaica (TAJ), Jamaica Customs Agency (JCA), Offices of the Services Commission (OSC) and the Accountant General Department (AGD).

Cabinet recently approved Phase II of the ECM Programme, which gets underway officially on November 12, 2018. The objectives for Phase II includes the automation of a further twenty (20) processes within the entities of the MOFPS and to realise benefits that included, but are not limited to enhanced efficiency and productivity, reduction in operating costs, reduction in risk, greater transparency and accountability, improved security and auditability, and a reduction in the demand for additional physical space and filing cabinets for the storage of documents.

2.0 STRATEGIC PUBLIC SECTOR TRANSFORMATION PROJECT (SPSTP)

The Enterprise Content Management (ECM) Project is part of the larger Strategic Public Sector Transformation Project (SPSTP), which is funded through an investment loan from the World Bank and is intended to assist in strengthening of operating systems across the public sector.

The Project Development Objective (PDO) of the SPSTP is to strengthen public resource management and support selected public sector institutions in facilitating a more enabling environment for private sector growth.

The components of the SPSTP are:

- Component I: Strengthening the Public Investment Management System
- Component II: Strengthening the Budget Preparation Process & Results-Based Budgeting
- Component III: Adaptive Public Sector Approaches to Promote Fiscal Sustainability
- Component IV Modernizing of the Accountant General's Department
- Component V: Fostering Industrial Growth and Trade Facilitation
- Component VI: Project Management

This assignment falls under Component III: Adaptive Public Sector Approaches to promote Fiscal Sustainability.

3.0 NATURE AND DURATION OF THE ASSIGNMENT

The Ministry has embarked on the automation of twenty (20) additional processes under Phase II of the ECM Project within the entities of the MOFPS.

Based on the pace and scope of the automation process, the consultant will be required to provide a requisite number of hours based on an agreed rate. The total number of hours per annum will be determined based on the nature of the assignment and will be the "CAP" of the total contract value.

The assignment will be based on the needs of the MOFPS and the consultant will be contacted from time to time during the year of the contract period to undertake work.

At the point of the engagement, the consultant and the Ministry will discuss and agree on the level of effort (time) that will be required to undertake and complete the specific assignment. Once agreed, the consultant will be provided with written details of the nature and scope of the work to be done and the agreed effort. These will be applied to the agreed contract rate at which point a cost will be finalised.

4.0 OBJECTIVES OF THE ASSIGNMENT

The consultant will work closely with the ECM Project Team, the ECM Change Management Consultant and the relevant stakeholders in the automation of the processes.

5.0 SCOPE OF WORK

The Consultant will undertake business process reviews which includes an analysis and documentation of the existing workflows and processes within and between the Ministry of Finance and the Public Service, Tax Administration Jamaica, Jamaica Customs Agency the Auditor General's Department and the Accountant General's Department. The Consultant will also undertake the reengineering and

documentation of the business processes to effect greater efficiency and effectiveness in the workflow and reporting function and in keeping with international standards and best practices.

The scope of work will include:

- developing project plans for the business processes to be reviewed and reengineered;
- documenting existing and proposed business processes;
- providing advice on the development and implementation of the new reengineered processes;
- developing and delivering training sessions related to Business Process Management, Risk Management, Change Management and related capacity building interventions for the ECM team, the Solution Architects and the project teams in the following entities
 - Ministry of Finance & the Public Service
 - Tax Administration Jamaica
 - Accountant General’s Department
 - Jamaica Customs Agency
 - Auditor General’s Department

Key Areas	Scope
Documentation of existing and proposed business processes	<ul style="list-style-type: none"> • Develop Project Plan • Define key/critical business processes • Conduct stakeholder analysis • Facilitate working group(s) meetings with stakeholders • Map existing processes • Conduct stakeholder consultations to determine proposed processes • Provide advice on the development and implementation of proposed processes • Develop Standard Operating Procedures, functional requirements, data field characteristics, and define reports and dashboards, based on the redesigned processes • Map proposed processes and process metrics • Conduct sensitisation sessions, business process reviews, and structured walkthroughs • Develop functional and non-functional requirements
Development and Delivery of training sessions related to	<ul style="list-style-type: none"> • Develop training proposal • Conduct training session

Key Areas	Scope
business process management, risk management, change management and related capacity building interventions	<ul style="list-style-type: none"> • Prepare training report

6.0 DELIVERABLES

At the beginning of each assignment, the consultant will be required to have discussions with the ECM Project Team on the output. However, once the value of the assignment is determined, the consultant will be required to prepare the following documents as the key deliverables for payment.

#	KEY DELIVERABLES	DESCRIPTION
1.	Work plan	Submitted one (1) week after commencement of the assignment. The plan will outline the sequence of activities that will be done by the consultant in order to achieve the stated objective. The plan will also provide information on the resources that are required and the timelines that will be used to achieve the stated outcome
2.	Interim Report	The report will detail the efforts that have been made at the midpoint of the assignment and the necessary steps that need to be taken to remove any bottleneck to the implementation.
3.	Final Report	The final report will contain the summation of all efforts made by the consultant and will include information on the lessons learnt and the mitigation measures that should be included in the preceding assignments.

7.0 QUALIFICATIONS/ EXPERIENCE

The Consultant will have technical competence in concepts of business process analysis, business process reengineering, and quality improvement. In addition, the following qualifications, at a minimum, will be required for carrying out the tasks:

- * First Degree in Management, Business Administration, Computer Science, or in a related discipline
- * A minimum of 5 years' experience in business process analysis/reengineering, and developing system documentation
- * A minimum of two (2) similar assignments in business process analysis/reengineering within the last five (5) years;
- * At least 5 years' experience with development of process maps and using process mapping and modelling software, including Microsoft Visio
- * Experience in managing and/or implementing a document management, records management, or enterprise content management solution is desirable
- * Project management qualifications and experience desirable
- * Excellent stakeholder management, interpersonal, communication and writing skills

8.0 SPECIFIC KNOWLEDGE AND SKILLS

- Demonstrated experience in stakeholder management
- Knowledge and understanding of risk management and contingency planning
- Sound understanding of Government of Jamaica machinery and operations in order to meet the needs of the Ministry and its agencies
- Sound understanding and knowledge of standard project management tools and techniques
- Sound understanding and knowledge of the Ministry's core business strategies to inform business process reviews.
- Excellent critical reasoning, quantitative and qualitative analysis skills.
- Excellent environmental scanning, analysis and interpretive skills.
- Excellent negotiating and persuasive presentation skills.
- Proficiency and experience at working with multidisciplinary teams and cultivating strategic alliances with local and international organisations.

9.0 LOCATION and DURATION

7.1 Location

The location of this assignment is Kingston, Jamaica, at the offices of the Ministry of Finance and the Public Service.

7.2 Foreseen duration

The duration is one (1) year