



**MINISTRY OF FINANCE AND THE PUBLIC SERVICE**

**TERMS OF REFERENCE**

**CONSULTING SERVICES**

**FOR**

**COMMUNICATIONS CONSULTANT: STRATEGIC PUBLIC SECTOR  
TRANSFORMATION PROJECT (SPSTP)**

**November 2019**

**Strategic Public Sector Transformation Project Loan No.:8406-JM**



## **1.0. BACKGROUND**

The Government of Jamaica (GOJ) embarked on an Economic Reform Programme in 2013 that has as its major objectives the reduction of public debt to a sustainable trajectory and the achievement of sustained growth. In May 2013, International Funding Institutions (IFIs) agreed on a comprehensive package of assistance, comprising an IMF Extended Fund Facility (EFF), and financial support from the IDB and World Bank. The government continues to implement its economic reform programme, now supported by a three-year precautionary Stand-By Arrangement (SBA), approved by the Executive Board in November 2016. The government seeks to catalyze a positive cycle of growth and job creation with support from the private sector, improve citizen security while increasing support for the country's poorest citizens. To achieve these broad objectives, the government is re-orienting the budget composition toward growth-enhancing and social spending while progressively transforming the public sector to make it more efficient and effective.

The World Bank continues to provide support in the context of recognizing that reversing Jamaica's antecedent trajectory of low growth and high debt requires a wide range of deep reforms. The Bank recognizes that the GOJ has embarked on a comprehensive and ambitious programme of fiscal adjustment and structural changes for which it has garnered national and international support. Complementing the IMF programme, the World Bank and IDB have coordinated their assistance around a range of key structural and institutional reforms aimed at laying the foundation for growth and competitiveness, and strengthening social protection, public sector management and resilience. Although the fiscal consolidation included in the programme will inevitably constrain growth outcomes in the short term, vigorous implementation of the reforms should help build conditions for economic recovery, growth and greater shared prosperity in the medium term (especially if accompanied by strategic investments). The World Bank in consultation with the government of Jamaica has structured a programme concentrated in three thematic areas: (i) public sector modernization (ii) enabling environment for private sector growth and social climate resilience. The Bank provided a total financing envelop for this programme in the amount of US\$510m, to cover a series of Development Policy Operations (DPOs) and selective new investment operations focused on creating conditions for growth and resilience.

## **2.0. INTRODUCTION**

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

### **2.1. Components:**

The program is structured in six components, briefly described in the following paragraphs. A full description of the components is found in the Project Appraisal Document. The specific project goals, performance indicators and means of verification are detailed in the Results Matrix for the project.

#### ***Component I: Strengthening the Public Investment Management System (PIMS)***

The objective of this component is for the PSIP to incorporate public investment projects with estimated five-year operating and maintenance costs fully linked to long term development goals and medium-term priority areas. This component will support the GOJ reform efforts through the following activities: (i) migration of the current web-based database to a robust platform to manage all information about public investment across the project cycle and linked to the budgeting and financial systems of the country (expected to be compiled into IFMIS); (ii) design and implementation of a public investment management training program for public sector; (iii) reviewing legislation and carrying out dissemination activities to integrate the PIMS within the MOF&PS operations as well as provide administrative & funding support for the operations of PIMSEC; (iv) strengthening monitoring through Citizens Participation; (v) designing a fund for the funding of pre-investment financial and economic analysis and post-investment evaluations of the public investments; and (vi) provision of technical assistance for the implementation of the Public Financial Management Action Plan.

#### ***Component II: Strengthening the Budget Preparation Process and Results Based Budgeting (RBB)***

The objective of this component is to link budgeting with government policy priorities through a gradual transition from annual expenditure planning to a medium-term results-based expenditure framework. effectiveness, and can be updated if needed at a later stage. This proposed process will be submitted to the Bank for its no objection.

### ***Component III: Adaptive Public Sector Approaches to Promote Fiscal Sustainability***

This component will support measures to institutionalize the process of behavioural change to support new policy processes and provide just-in-Time Technical Assistance (TA) to take into account ad hoc needs of the government and to effectively take advantage of opportunities of intervention when they arise, to bridge policy and implementation gaps revealed in the course of project implementation.

### ***Component IV: Modernizing of the Accountant General's Department***

Provision of financing of payments under the Eligible Expenditure Program (EEP) in support of modernizing the AGD, in accordance with the provisions set forth in Section IV of Schedule 2 to this Agreement, including: (a) developing a conceptual model of the treasury single account, clarifying its scope, coverage and main operational processes; (b) reforming the organizational structure of AGD; (c) improving the central treasury management system's general ledger capabilities to provide the required level of controls and information; and (d) training to build the treasury's capacity in cash forecasting and management.

### ***Component V: Fostering Industrial Growth and Trade Facilitation***

The main objective of this thematic area is the development and implementation of an integrated border clearance process through a National Single Window mechanism in which Customs and the participating border agencies will eliminate sequential interventions/inspections and either conduct joint inspections or delegate discrete primary functions to Customs.

### ***Component VI: Project Management***

This component will ensure adequate Project management is in place for the implementation of the Project. The activities under this component will include: (i) carry out Project audits; (ii) comply with the financial management and procurement obligations under the Project; (iii) monitor and evaluate Project activities; (iv) provide training, and the acquisition of goods required thereof and finance Operating Costs.

#### ***2.2. Executing Agency and Beneficiary***

The executing agency will be the Ministry of Finance and the Public Service (MOFPS), and it will also be the main beneficiary of many of the activities proposed by this IPF. The Project Implementation Unit (PIU) that will be established within the MOF will be responsible for

implementing the project. Institutional arrangements have been designed and an implementation support plan will be in place to ensure that if capacity problems arise, these will be addressed promptly. MOFPS will coordinate activities across other beneficiaries of the Project which are mainly executive agencies and divisions spread across Ministries. The project will support activities across selected service delivery ministries, departments, and agencies (MDAs), particularly for components I, II and III with significant coordination efforts that will be contributed by the Public Expenditure Division in MOFPS and the Planning Institute of Jamaica (PIOJ). The two key entities reporting to the MOFP that will be the key actors for the second thematic area on industrial growth and trade facilitation covered by Component V are the Bureau of Standards of Jamaica and the National Regulator and Compliance Agency (NCRA) as well as, other border agencies that eventually will also be supported by the project.

### **3.0. ASSIGNMENT OBJECTIVES:**

The Communications Consultant is required to update or otherwise design and implement a holistic communication plan to include where required, sub component plans to support key areas of the project's mandate inclusive of (i) the public investment management system, (ii) change management initiatives and (iii) actions that require informing the internal and external publics of the initiatives spearheaded by the SPSTP.

### **4.0. SCOPE OF WORK (SOW):**

- i. Develop/review and implement the communication strategy and plan to support the execution of the project and the achievement of the project development objective and other specific project objectives;
- ii. To ensure that all relevant stakeholders are fully apprised of relevant information to ensure they are able to make informed decisions and or effectively execute their role in relation to the project;
- iii. Increase project visibility with a view to educate the public and private sector partners, high level decision makers, project beneficiaries and the wider public about the project achievements and results and clarifying the actual and potential project impact;
- iv. Execute communication strategies for the Public Investment Management Secretariat, the Public Investment Management Information System and the Medium-Term Results Based Budgeting (MTRBB);
- v. Develop and implement broad-based public education campaigns to ensure that the

- public, business, the media and related agencies, members of parliament are informed of and knowledgeable about the transformed Financial Management System (FMS);
- vi. Support the execution of corporate and civic partnerships to support public education around the FMS and tie those partnerships to a coordinated and comprehensive outreach strategy. Members of stakeholder groups (MDAs, Civil Society etc.) are to be included as partners in development of the approach;
  - vii. Ensure a robust media relations programme, focusing on proactive as well as, reactive media interactions. Develop strategic media relations campaigns to highlight the benefits of the FMS as it impacts citizens and how it will serve as a catalyst for national development;
  - viii. Implement and maintain actions aimed at establishing visibility of the PIMS and PIMSEC's mandate under the PIMS including, but not limited to:
    - Webinars as per the request of Stakeholders
    - Finalization/maintenance of PIMS Website
    - Finalization/maintenance of PIMS YouTube Channel
    - Development of the PIMS Public Announcements & Animated Series
    - Establishment of Project Managers Network (PMN) across the public service
  - ix. Management of relevant PR events such as roadshows, workshops, Think Tank Forums as well as, the following content for a PR Tool kit:
    - Production of short video clips highlighting the role, objectives and process involved in the PIMS process which may be made available to stakeholders e.g. via YouTube or email.
    - Development of an Annual Report
    - Collation and production (where necessary) of content to be used for the PIMS website and/or for the Ministry of Finance & Public Service website link to the PIMS (i.e. text, photographs)
    - Production of a collection (in hard and soft copy) of photographs and video clips of PIMS related activities including major sensitization events and meetings;

- x. Guide the required public dissemination of information in respect of project actions related to fostering industrial growth and trade facilitation and change management efforts in this regard being undertaken at select institutions;
- xi. Support the PIU with its communication which can include but not limited to vetting of official documentation and correspondence emanating from the PIU;
- xii. Determine the communication processes, channels and tools to be used across the transformation programme;
- xiii. Manage the sourcing and contracting with external third parties for the production of communication materials and the delivery of communication services;
- xiv. Manage third party suppliers and maintain effective contract control [in collaboration with the Procurement Specialist];
- xv. As appropriate, articulate the Ministry’s mission and vision statement and communicate its value proposition to the public. Develop broad based messaging that supports the work of the Ministry in its transformation agenda;
- xvi. Design and develop a SPSTP newsletter to be disseminated to MDAs and other identified stakeholders.

**5.0. METHODOLOGY:**

The Consultant is expected to work using standard communications practices and approaches to carry out the assigned task in a spirit of collaboration and respect for all stakeholders so as to promote the project’s brand. Institute cost control mechanisms to operate within time and budget

**6.0. DELIVERABLES**

The deliverables under this project are as specified in the table below.

<b>Key Deliverables</b>	<b>Performance Standard</b>
Work plan in a format agreed with the Project Manager, Strategic Public Sector Transformation Project	Tasks and activities defined; task durations defined; resources defined; milestones defined; dependencies defined.
Communications plan & strategy designed /reviewed and updated	Plan updated and maintained based on agreed milestones
Media relations strategy/campaign	Plan outlining media presence and the arrangements in place for coverage of the SPSTP initiatives in keeping with related activities as detailed in the SOW
Newsletter	Publication prepared and disseminated at intervals

<b>Key Deliverables</b>	<b>Performance Standard</b>
	agreed with the Communications Specialist
Communication events and activities	Communication events and/or activities successfully delivered in accordance with plan.
Communications Support to the PIU, SPSTP	Quality and timelines of support provided
Brochures, materials for PR tool kit and other printed material to support the communications function	Quality of the materials produced in a timely manner
Status reports	Monthly status reports in the format agreed with the Project Manager, SPSTP

### **6.1. Reporting:**

The Public Relations Consultant will report to the Project Coordinator, Strategic Public Sector Transformation Project and will be required to submit monthly progress reports.

### **6.2. Variations:**

All proposed changes to the assigned functions and performance standards must be discussed and approved by the Project Manager SPSTP, under the advice of the Procurement Specialist, SPSTP.

### **7.0. CONDITIONS:**

The Consultant will be provided with the tools & resources to undertake this assignment including office space as necessary, as detailed in these TOR. The Consultant is expected to become familiar with the following key resources to inform effective execution of the assignment:

- The Financial Administration and Audit (FAA) Act, 2014 & 2015
- The Public Bodies Management and Accountability Act, 2014 & 2015
- The FAA (Fiscal Responsibility Framework) Regulations 2015
- Any other information as presented by PIMSEC

All materials and documents accessed during the conduct of this consultancy remains the property of the MOF&PS and is not authorized for use by the consultant for any other purpose than for the effective conduct of the assignment, unless expressly authorized in writing by the Financial Secretary. No unauthorized public communication on the substance of the assignment is permitted under the terms of this assignment. Terms of engagement shall be as detailed in the contract of engagement.

**8.o. INTERNAL AND EXTERNAL CONTACTS (SPECIFY PURPOSE OF SIGNIFICANT CONTACTS)**

**Within the SPSTP:**

<b>Contact (Title)</b>	<b>Purpose of Communication</b>
Project Director	To obtain information
PIMSEC Executive Director or Designate	Direction, Collaboration
Technical Coordinators, SPSTP	Collaboration, to obtain information

**Contacts external to the organisation required for the achievement of the position objectives**

<b>Contact (Title)</b>	<b>Purpose of Communication</b>
Members of the public, various sectors and interest groups including the MDAs	Discussions, consultations, dissemination of message, forging partnerships
Press and other media personnel	To provide information; arrange for media exposure

**9.o. CHARACTERISTICS OF THE ASSIGNMENT:**

Type of Consultancy:	Individual
Duration of Contract	12 Months
Date Required	November 2019
Supervisory Responsibility	This position has no supervisory responsibilities.
Place of Work:	MOF&PS, office accommodation located in Kingston, Jamaica
Work Environment	This job operates in a professional office environment. This role routinely uses standard office equipment such as computers, phones, photocopiers, filing cabinets and fax machines. Full-time level of effort (FTE – 8 hour day) of twenty (20) days per month.
Special Conditions	Required to travel to events island wide as maybe deemed necessary. Required to possess a valid Driver's License and a reliable motor vehicle.
Type of Contract:	Fixed Price Contract
Payment Responsibility	MOF&PS, SPSTP Project Office; lump sum payments will be based on schedule of delivery as agreed under

	contract for service.
NB: The contract amount includes all costs related to undertaking the consultancy.	

#### **10.0. QUALIFICATION, EXPERIENCE & COMPETENCIES:**

- i. A Master's Degree in Communications, Integrated Marketing Communications, Public Relations or any other related field from a recognised tertiary institution;
- ii. Minimum five years' experience in the field
- iii. Minimum three years' experience working in an environment involving change
- iv. Experience and knowledge of change management principles and methodologies and the role of effective communication and stakeholder engagement in change management
- v. Experience with large-scale organizational change effort.
- vi. Demonstrable capabilities in desktop publishing tools such as Publisher or Visio etc.
- vii. Superior written and verbal communication skills, coupled with highly developed interpersonal skills.
- viii. Ability to write press releases, annual reports, articles, advertisements and speeches.
- ix. Strong planning and organizing skills.
- x. Sound understanding of the local media landscape.
- xi. Good working knowledge of the machinery of government in Jamaica.
- xii. Ability to work effectively as a team player in a dynamic environment
- xiii. Familiarity with project management approaches, tools and phases of the project lifecycle
- xiv. Ability to develop relationships and communicate with all levels of management.
- xv. Basic knowledge of protocol procedures.
- xvi. Proficiency in the use of the Internet Microsoft applications, especially Word, Power Point and Publisher, and social media (Facebook, YouTube and Twitter).
- xvii. Ability to demonstrate a high degree of professionalism and team spirit.

**11.0. EVALUATION CRITERIA:**

<b>Qualification</b>	<b>15%</b>
<b>Relevant experience</b> ( <i>items ii &amp; iii</i> )	<b>15%</b>
<b>Required competence:</b>	<b>15%</b>
<i>Item iv - v</i>	5%
<i>Item vi - x</i>	5%
<i>Item xi - xvii</i>	5%
<b>Interview</b>	<b>40%</b>
<b>Minimum 3 references with at least 2 being professional</b>	<b>15%</b>