

## TERMS OF REFERENCE

### Strategic Public Sector Transformation Project

Loan No.:8406-JM

### CONSULTING SERVICES – INDIVIDUAL SELECTION

Assignment Title: COMMUNICATIONS SPECIALIST

### 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.

The Strategic Public Sector Transformation Project (SPSTP) forms part of the World Bank programme and the larger Economic Reform programme of the GOJ. The Project

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

#### Project Components

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

#### Component VI

This component will ensure adequate project management is in place for the implementation of the Project. More specifically, it will support Project management to: (i) carry out project audits, (ii) comply with 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. (See project overview at appendix 1)

#### **ASSIGNMENT OBJECTIVE:**

The communication consultant is required to develop the communication strategy for the Strategic Public Sector Transformation project and implement a holistic communication plan to include where required sub component plans to support project execution.

#### **SCOPE OF WORK:**

- Develop 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
- 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
- To 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

- Execute communication strategies for the Public Investment Management Information System and the Medium Term Results based budgeting
- Support communication efforts in respect of Fostering industrial growth and trade facilitation and Change management efforts being undertaken at select institutions
- Support the PIU with its communication which can include but not limited to vetting of official documentation and correspondence emanating from the PIU
- Determine the communication processes, channels and tools to be used across the transformation programme
- Manage the sourcing and contracting with external third parties for the production of communication materials and the delivery of communication services.
- Assist where instructed with the management of existing communication consultancies
- Manage third party suppliers and maintain effective contract control. This may include negotiation and issue management with external agencies

## DELIVERABLES

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

Key Deliverables	Performance Standard
Work plan in a format agreed with the Project Coordinator – Strategic Public Sector Transformation Project	Tasks and activities defined; task durations defined; resources defined; milestones defined; dependencies defined.
Communication strategy	Requirement for communication defined; objectives of communication strategies around transformation activities of the project components defined. Stakeholders mapped.
Communication plan	Communication and engagement plan developed; include periodic reports updating identified stakeholders on the progress of the project (stakeholders include: Minister of Finance, Financial Secretary, DFSs as agreed, economic growth council, PFM Secretariat, PIOJ, Project Steering Committee, Ministers of Government directly associated with the project)

Key Deliverables	Performance Standard
Communication events and activities	Communication events and/or activities successfully delivered in accordance with plan.
Monitoring and Evaluation Framework	Development of framework to measure impact of communication and related activities

## COORDINATION AND REPORTING

The Communication Consultant will report to the Project Coordinator – Strategic Public Sector Transformation Project and will be required to submit monthly reports on the deliverables.

## PROFILE OF COMMUNICATION SPECIALIST

- A University Degree in Communications, Public Relations or related field
- Three years' experience in public sector communication
- Three years' experience in Change Management
- Demonstrable capabilities in implementing effective communication strategies, advanced knowledge of communication principles and methodologies
- Possess an understanding of issues regarding public sector transformation in Jamaica
- Have conducted similar assignments
- The Communication Consultant will be expected to demonstrate the following competencies:
  - A solid understanding of communication principles and approaches
  - Experience and knowledge of change management principles and methodologies and the role of effective communication and stakeholder engagement in change management
  - Excellent communication skills
  - Able to work effectively at all levels in an organization
  - Strong negotiating skills
  - Experience with large-scale organizational change effort.

- Advanced planning and organisational skills and analytical skills
- Strong interpersonal and relationship building skills
- Ability to work effectively as a team player in a dynamic environment
- Familiarity with project management approaches, tools and phases of the project lifecycle
- Proficiency in using the Microsoft Office Suite of software

### **DURATION OF CONTRACT**

The Contract will be for a period of 19 months. The anticipated date for commencement of the assignment is June 2018.

### **DATA, LOCAL SERVICES AND FACILITIES TO BE PROVIDED BY CLIENT**

The MOFPS will provide full office accommodation at its offices in Kingston, Jamaica. The Ministry will also provide any resources necessary to conduct workshops necessary to carry out the assignment.

### **APPENDIX 1 – PROJECT OVERVIEW**

#### Project Objectives

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.

#### 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 described in the Results Matrix presented in Annex 1 of this manual.

## 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 with the administrative systems (including procurement and human resources); (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 behavioral 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, enabling 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 an 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.

#### 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 may eventually also be supported by the project.