



**MINISTRY OF FINANCE & THE PUBLIC SERVICE**

## **TERMS OF REFERENCE**

**FINANCIAL MANAGEMENT ADVISOR, JAMAICA INTEGRATED  
FINANCIAL MANAGEMENT INFORMATION SYSTEM (JIFMIS)**

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



## 1. BACKGROUND

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The country is undergoing a comprehensive Public Financial Management (PFM) reform, aimed at modernizing its public financial management and administrative systems. This should result in a more efficient and effective use of funds to deliver services to the public. A proper working PFM system should enable the strategic allocation of resources, fiscal discipline and efficient and effective delivery of public services. The ongoing reform is taking place on the recommendations from recent Auditor General's reports that identified recurring breaches and weaknesses; less than favourable fiscal discipline scores from an international performance assessment, as well as key policy reforms outlined in Jamaica's agreement with the International Monetary Fund (IMF). Under the ongoing PFM transformation, the Finance Ministry is working to achieve a credible fiscal strategy and budget; accuracy and comprehensiveness in reporting; and transparency and accountability, which should lead to high performance and a sustainable macro-economic framework. Good PFM systems are not only central to the Ministry of Finance, it is also central to all MDAs. In its mandate to further institutionalize the principles of responsible fiscal management and to improve fiscal transparency and efficiency in financial management, the GoJ has undertaken several Public Financial Management (PFM) reforms by adopting a Fiscal Responsibility Framework (FRF) to:

- i) institute a Medium-Term Expenditure Framework (MTEF),
- ii) enhance debt management legislation,
- iii) establish a Central Treasury Management System (CTMS) and
- iv) improve fiscal governance.

## 2. INTRODUCTION

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The public expenditure process in the GoJ is currently managed using the CTMS which is the government's core financial management system. The CTMS has been deployed since 2004 and its modules have been developed in a piecemeal way to extend the CTMS's capabilities to conform to the growing demands of PFM reform. The ad-hoc approach in providing ICT support for government financial management has been costly and is hindering the pace of implementation of the government's ambitious PFM reform agenda. The information and communications technology (ICT) environment within which government financial systems function is changing rapidly with key stakeholders such as the Central Bank, commercial banks, Tax Administration Jamaica (TAJ), Jamaica Customs Agency (JCA), and some public bodies moving towards fully integrated Enterprise Resource Planning (ERP) solutions.

Though the CTMS has matured as a budget control and payment system, it may not be able to continue to leverage the fast-evolving technological developments in the ICT environment, to meet the growing needs for transparency and accountability of government towards its citizens.

The GoJ plans to extend the functionality of the CTMS by developing the Revenue Management Module (RMM), which will address the current deficiencies in revenue recording. As a first step towards the implementation of a government-wide JIFMIS, CTMS is being further enhanced to function in a web-based environment. The web-enhanced version of the CTMS will centralize the implementation of the current client-server FinMan budget execution application software used in MDAs. It will facilitate version management of the application software and the related look-up tables such as the Chart of Accounts. It will also provide a consolidated view of budget execution in a single centralized database.

The project will be implemented along the following tracks:

***i) Track 1 CTMS Development***

The objectives of this track are to address the current deficiencies in revenue recording; increase domestic revenue; as well as strengthen revenue policy and oversight of revenue collection; and improve the receipt and processing of payment requests from the MDAs. This will include the implementation of an upgraded version of the CTMS to a web-based environment without any additional functionality by March 2019 (*this has been achieved*). This will be followed *inter alia* by the introduction of consolidated financial reporting and automated bank reconciliation.

***ii) Track 2 Development and implementation of the JIFMIS***

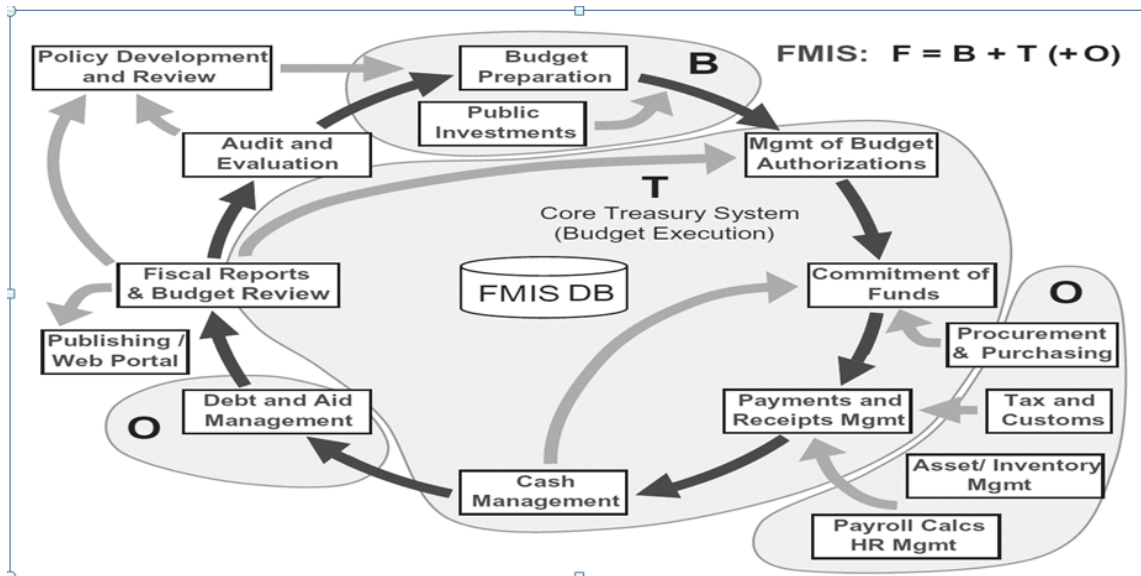
The objectives of this component are to enhance cash management, government accounting and reporting, debt management and improve revenue and expenditure forecasting by developing a solution to replace the GOJ's CTMS and integrating with other GoJ development projects that can be considered components of the JIFMIS, such as:

1. Budget Preparation and Management System (BPMS)
2. Government of Jamaica Electronic Procurement (GOJEP)
3. Revenue Administration Information System (RAiS)
4. Automated System for Customs Data (ASYCUDA) -
5. Human Capital Management Enterprise System (referred to as 'myHR+')
6. Commonwealth Secretariat Debt Recording and Management System (CS-DRMS)
7. Central Securities Depository (CSD)
8. Pension Earnings and Pension Administration System (PEPAS)
9. Asset Management and Inventory and Shared Services system
10. Public Investment Management Information System (PIMIS)

The data flow of the envisioned process of JIFMIS System<sup>1</sup> is described in the diagram below.

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<sup>1</sup> Jamaica Integrated Financial Management Information System (JIFMIS) conceptual design January 2015



The interface is expected to enhance cash management, debt management and improve revenue and expenditure forecasting.

### 2.1. Strategic Public Sector Transformation Project

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

The Project is financed by a Grant of US\$2.64M from the Department for International Development (DFID) and a Loan of US\$35M from the International Bank for Reconstruction and Development (World Bank).

In implementing the Project, the Government intends to advance its administration to a level that is competitive at international standards. This is being done in order to achieve greater economic stimulation through efficiency in the Government's operations. The project will also have the benefit of improving service delivery to all Jamaicans, especially the most vulnerable and will benefit the private sector through greater ease and facilitation of business through a streamlined and accountable public sector.

The Project also has six components:

- 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 the Accountant General's Department
- Component V: Fostering Industrial Growth and Trade Facilitation
- Component VI: Project Management

The project is designed under into two main thematic areas:

- (a) Reinforcing Fiscal Discipline and Revenue Enhancement; and
- (b) Public Sector Institutional strengthening to Remove Barriers that Impede Trade Facilitation.

The activities of this consultancy will be supported under the thematic area under

- (a) above and Component 3 of the Project.

### **3. OBJECTIVES OF THE ASSIGNMENT**

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The main objective for recruiting a JIFMIS Financial Management Advisor is to provide financial management advisory services to support the successful implementation of the ongoing PFM Reforms within the Ministry of Finance and the Public Service, and to more specifically support the successful implementation of the Jamaica Integrated Financial Management Information System (JIFMIS).

The Government of Jamaica (GoJ), represented by the Ministry of Finance and the Public Service (MOF&PS) (“Contracting Authority”) is seeking to engage a qualified individual (Consultant) as a **Financial Management Advisor** to provide financial management advisory services to support the design, development and implementation of the GoJ Integrated Financial Management Information System (JIFMIS).

The key deliverable will be an integrated financial management system that i) conforms to international best practices in government financial management information systems; ii) promotes sustainable public resource management, effective public service delivery, and open and accountable government and iii) ensures the optimization of the government’s ability to manage public funds by:

- providing a consolidated view of its operations including all assets, liabilities and investments.
- improving the quality and timeliness of financial data to monitor and improve the efficiency and transparency of government service delivery.
- facilitating the monitoring and evaluation of the fiscal responsibility framework.
- facilitating the implementation of monetary policy and cash management.

#### 4. SCOPE OF WORK

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The expert to be recruited will on a full-time basis work as part of the Project Implementation Unit (PIU) under the supervision of the JIFMIS Project Manager.

The Financial Management Advisor's responsibilities include: -

- a) Providing technical support and guidance pertaining to financial management to the GoJ PFM reform program with emphasis on effective delivery and longer-term sustainability.
- b) Supervising and coordinating the work of the Financial Management Specialists and JIFMIS Accountants embedded within the Accountant General's office.
- c) Overseeing business process reengineering, documentation, designing, solution testing and deployment activities pertaining to the implementation of a robust JIFMIS system within the GoJ.
- d) Providing technical support and playing a quality assurance role during the design, procurement, build, testing and implementation of all the modules on the JIFMIS application. This will involve designing and implementing a suitable quality assurance program.
- e) Ensuring that the JIFMIS application build complies with all internal and external solution design requirements including statutory requirements and industry best practice.
- f) Providing the necessary guidance and support to the JIFMIS Project Manager to ensure that implementation activities are undertaken in a systematic and timely manner.
- g) Ensuring the attainment of performance indicators tagged to the JIFMIS implementation. This will involve adhering to agreed budgets, work plans and timelines that are approved by the JIFMIS Steering Committee.
- h) In liaison with the JIFMIS Project Manager, drawing up a comprehensive training plan to support JIFMIS operations and management for end users and monitoring the training plan to ensure that objectives and targets are achieved.
- i) Assisting with the development, agreement and implementation of a data conversion and consolidation strategy for the JIFMIS modules. This will involve ensuring and advising on the integrity of data, reports and accounting procedures and treatment pertaining to the JIFMIS.
- j) Assisting in the identification of issues and problems in the JIFMIS application build and the finding of suitable solutions.
- k) Providing the necessary support and guidance to the Project Manager in order to ensure that all system documentation expected from the JIFMIS Supplier is delivered or developed including establishing criteria to be applied to review and evaluate all such documents.
- l) Assisting in the development and implementation of a strategy to harmonize the legal, regulatory and institutional framework for public sector financial management and any other procedural documentation required in supporting the JIFMIS implementation and operation.

- m) Ensuring that appropriate security and internal controls are implemented including all application and processing controls.
- n) Assisting in the establishment of a review and audit process by determining the type and nature of reviews and audits that are to be conducted during the implementation of the JIFMIS. This will also include the identification of Quality Assurance reports that are to be produced throughout the implementation and their uses.
- o) Advising the JIFMIS Project Manager on any change requests that may need to be processed in respect of any change variations in the application build.
- p) Advising on suitable Governance structures required for the management of all the implementation phases of the JIFMIS in the Accountant General's Office and any affected Departments within the Ministry of Finance, other Ministries and Agencies.
- q) Throughout the duration of the Project, assisting the JIFMIS Project Manager to identify risks to the Project and the formulation of strategies to manage such risks.
- r) Advising and assisting the Accountant General to define and formulate appropriate Government financial management standards that are consistent with new practices and methods in Public financial management.
- s) Ensuring that auditable financial statements and other operational/management reports are produced from the JIFMIS within the stipulated statutory timelines.
- t) Carrying out any such other duties that will be assigned by the Project Manager and the Accountant General in line with the improvement of financial management for GoJ.

## **5.0. METHODOLOGY**

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The JIFMIS Financial Management Advisor is expected to use accepted practices for carrying out the assignment. It is expected that the JIFMIS Financial Management Advisor will employ technical knowledge in the area of competence appropriate to the assignment, for the effective execution and knowledge transfer required under this assignment. The JIFMIS Financial Management Advisor will submit deliverables as specified in these Terms of Reference. The JIFMIS Financial Management Advisor will be expected to provide strategic oversight to the JIFMIS Accountants, Business Analyst and work collaboratively with other relevant staff (Data Base Administrator & Systems Analyst) of the PIU and staff at the Accountant General's Department.

## **6.0. DELIVERABLES**

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As part of the schedule of duties, this position will involve training and capacity building of Government counterpart staff and a significant amount of knowledge transfer during the course of implementation. On completion of the assignment, knowledge transfer will be assessed as one of the major deliverables. The consultant is expected to prepare a hand-over strategy and

implementation of this strategy under the direction of the JIFMIS Project Manager. The strategy should specify gradual expansion of duties of local staff, and testing of local staff for knowledge transfer.

The JIFMIS Financial Management Advisor will be required to produce regular reports as follows: -

- a) An Inception Report [IR] which sets out the methodology and approach to the assignment, and work plan.
- b) Monthly Progress Report. The report should highlight planned activities for the month, activities undertaken during the month, reasons for failing to attain any planned activities not undertaken, constraints encountered, recommendations for improvement and planned activities for the coming month. The monthly report must be submitted by the 5<sup>th</sup> day of the following month.
- c) End of Assignment Report [EAR].
- d) Any other reports as may be required from time to time by the Accountant General, JIFMIS Steering Committee and the JIFMIS Project Manager.

***All reports should be submitted in English.***

### ***6.1 “Reporting & Sign-off” Procedure***

The JIFMIS Financial Management Advisor shall report directly to the JIFMIS Project Manager and will work closely with the PIU team and the MOF&PS Treasury and Financial Management Staff, and the staff of the Accountant General’s Department and as necessary the Auditor General’s Department. The JIFMIS Project Manager and the Component 3 Coordinator, will review and approve all deliverables produced, and sign-off will be done by the SPSTP Project Manager.

### ***6.2 Variations***

Revisions to the TOR may be accommodated through mutual discussion and agreement with the JIFMIS Project Manager and Component 3 Coordinator, as well as, the SPSTP Project Manager.

## **7.0. CHARACTERISTICS OF THE CONSULTANCY**

- Level of effort: Full time level of effort for Twelve (12) months, with a possible extension to 36 months.
- Duration of contract: The Consultancy will begin September 2019
- Input from contractor: All relevant reports, documents, and data
- Location: Jamaica, office space, furniture, and access to computers and communication facilities will be provided by the MOF&PS
- Type of Consultancy: Individual.



- Type of contract: Lump sum.

## **10.0. CONDITIONS**

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1. The Consultant will be provided with the tools & resources to undertake this assignment; office space as necessary, will be provided by MOF&PS, as well as venues for meetings and or workshops. 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. The JIFMIS Project Manager will be responsible for all costs associated with
  - a. visits to stakeholders to perform the activities
  - b. accommodation
  - c. logistical support including transportation services required to carry out the assignment.

Hard copy and electronic versions of the reports/deliverables shall be submitted in accordance with the timeline established under this TOR.

## **11. KEY CONTACTS**

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<b>INTERNAL CONTACTS</b>	<b>EXTERNAL CONTACTS</b>
<ul style="list-style-type: none"> <li>▪ JIFMIS Project Manager</li> <li>▪ Treasury Staff</li> <li>▪ PIU Team</li> <li>▪ Other Staff in the relevant Divisions of the MOF&amp;PS</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance &amp; Accounting staff in MDAs</li> <li>▪ Relevant staff in the Accountant General's Department and</li> <li>▪ Auditor General's Department</li> </ul>

## **12. QUALIFICATIONS AND EXPERIENCE REQUIRED**

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- Professionally qualified accountant with current membership in a professional accounting body that is a member of the International Federation of Accountants (IFAC).
- A proven track record of successful management of application build, testing, implementation and quality assurance activities of large-scale ERP financial management system(s) is required. Public sector experience in this area will be highly regarded.
- Minimum of 5 years' experience with solid understanding of business practices, business process/system analysis and design, preferably for Enterprise Resource Planning (ERP) systems and/or integrated financial management information systems.

- At least 10 years' experience in accounting and financial management activities at senior management/advisory level.
- Knowledge and understanding of developments in International Public Sector Accounting Standards (IPSAS) and the IMF's Government Financial Statistics (GFS) reporting requirements.

## **Required Competencies:**

### *Core*

- Ability to build and manage effective teams, and to lead across multiple assignments
- Ability to demonstrate commitment to efficient and effective service delivery and client-centred focus.
- Ability to forge useful partnerships with people across functions and organizations.
- Ability to promote and maintain enabling environments for open communication, creativity and innovation.
- Ability to work effectively on own initiative.
- Advanced critical thinking, problem solving and decision-making skills.
- Excellent negotiation and conflict management skills.
- Excellent strategic partnership and relationship skills.
- Fluency in English.
- Good communication and interpersonal skills.
- High adaptability and knowledge-sharing/learning capacity.
- High innovative thinking and ability to market new approaches.
- Strong customer orientation/client focus.

### *Technical*

- Comprehensive knowledge and understanding of engagement management discipline and tools.
- Comprehensive knowledge and understanding organisational change in the public sector.
- Excellent knowledge of governance, government machinery, operations and procedures.
- Good knowledge of organisational development principles and practices.
- Proven proficiency in the use of Microsoft Office applications.
- Successful track record of bringing about sustainable institutional reforms.
- Successful track record of implementing and rolling-out information systems.
- Experience in 'change management' in large organizations.
- Experience in business process re-engineering.
- Transfer of knowledge, mentoring and training skills.

