Government of Jamaica
Ministry of Finance & Planning

ICT SUPPORT TO INFORMATION SYSTEM UNIT

Terms of Reference

TERMS OF REFERENCE
Information Communication Technology (ICT) Consultants to support the Transformation
Programme of the Ministry of Finance and the Public Service

1.0 BACKGROUND

Strategic Public Sector Transformation Project

This project is financed through a loan from the World Bank and is being implemented by the Ministry of Finance and Planning. 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. The project has five (5) main components:

Component I.   : Strengthening the Public Investment Management System (PIMS)
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 Property Tax Compliance and Administration.
Component V.   : Fostering Industrial Growth and Trade Facilitation
Component VI.   : Project Management

Executing Agency and Beneficiary

The executing agency is the Ministry of Finance and Planning (MOFP), which is also the main beneficiary of many of the activities of this IPF. The Project Implementation Unit (PIU) to be established within the MOFP will be responsible for implementing the project. Institutional arrangements have been designed and an implementation support plan will be in place to promptly address capacity problems that may arise. MOFP will coordinate activities across other beneficiaries of the Project. 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 to be contributed by the Public Expenditure Division in MOFP and the Planning Institute of Jamaica (PIOJ). The Tax Administration of Jamaica reporting to MOFP and possibly together with, inter-alia but not limited to, National Land Agency (NLA) which reports to Ministry of Water, Land, Environment and Climate Change, as well as the local governments, will be the key actors under component IV in the effort to improve the property tax administration. 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 Jamaica Customs Agency, the Bureau of Standards of Jamaica as well as other border agencies that may eventually also be supported by the project.

Under Component 3, the PIU will be supporting the Change Management Programme (CMP) of the MOFP. The objectives of the CMP 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.

Ministry of Finance Change Management Programme

The MOFP 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. The Ministry recognizes the need to realign its organisational structure and machinery to improve the efficiency of its operational management and internal processes, and to strengthen policy-making and implementation capacity. As such, MOFP has embarked on a three (3) year Transformation Programme. Its objectives 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, particularly in strengthening institutional arrangements to analyse and formulate economic and fiscal policy; and, (4) develop the relevant organisation structure, culture and accountabilities required for sustained operations, and execution of its strategic objectives.

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.

The Transformation Programme is expected to enhance the MOFP's capacity to more effectively and efficiently operate, in order to fully realise its mandate to provide the policy and governance framework which will support economic development and stimulate growth of the national economy.

In order to become a High Performance Organisation, the Ministry must embrace and assimilate ICT tools into its work processes for greater efficiency. To this end, the Ministry seeks an IT professional, as a Consultant, to design, acquire or develop and implement ICT solutions.

2.0 OBJECTIVES

The objective of this assignment is to support the Transformation Programme of the MOFP in the development and enhancement of the use of ICT as a means of advancing the goals of the Change Management Programme of the Ministry. In order to achieve this outcome the consultant will be required:

1. To analyse, define, and document business requirements; and prescribe or recommend appropriate solutions

2. To develop and/or configure and implement software solutions in accordance with the requirements of the various division/units

3. To support initiatives to improve quality, and increase awareness and the usage of ICT tools by staff in performing work-related activities

3.0 SCOPE OF WORK

In collaboration with the team in the PMO, ECM Programme Office, and the Information Systems Unit (ISU) the consultant will be required to:

1. Analyse, define, and document business requirements; and prescribe/recommend appropriate solutions
   - Direct the requirements definition phase and prepare procedural manuals by:
     - Conducting fact-finding and analysis exercises with users at all levels within division
     - Reviewing and analysing current business processes
     - Identifying functional system/subsystem processes or components
     - Defining solution scope, requirements and deliverables
     - Drafting and finalizing requirements definition manual
     - Assisting in the development and conduct of training; develops and oversees testing scenarios; and advises users on system functionality and changes to business processes.
     - Developing configuration rules, test scenarios, interface/integration specifications, and data conversion
     - Providing overall issues management, business process and specifications reviews, and design walk-throughs

2. Develop and/or configure and implement software applications in accordance with the requirements of the various division/units.
   - Design, configure and develop automated solutions by:
     - Interpreting requirements around user specifications and translating those requirements into functional workable solutions
     - Developing the conceptual design of the system that reflects/support user requirements
     - Defining system input, output, interfaces, and processing requirements
     - Describing the data processing environment necessary to support the conceptual design and making recommendations regarding the technologies to be employed
     - Providing inputs to the conversion, training and implementation plans
     - Producing user and technical documentation and manuals; and providing clarification of issues, as and when required
     - Developing and implementing applications, workflow processes and reports using appropriate and available design tools
     - Identifying project risks, and provisioning security levels and user access
     - Ensuring currency with established policies, standards and methodologies with respect to work being performed
     - Monitoring systems in use to ensure integrity and optimum availability of resources, systems and key processes
     - Continuously discovering, evaluating and recommending new technologies and trends to maximize productivity and efficiency

3. To support initiatives to improve quality and increase awareness and the usage of ICT tools by staff in work-related activities.
   - Design and deliver training in productivity tools by
     - Conducting periodic reviews of work/product(s) to identify opportunities for improvement
     - Observing and conducting interviews to determine how staff utilise the features of tools provided, to identify knowledge gaps
     - Creating in-house training materials, as well as multimedia designs and presentations
     - Delivering on-the-job training, as well as classroom training
     - Developing standard operating procedures
     - Participating in peer and team review of projects and taking action on suggestions or recommendations emerging from review process
     - Facilitating issues management, business process and specifications reviews, and design walk-throughs
     - Identifying, analysing and communicating issues during all stages of the projects as appropriate.

4.0 DELIVERABLES

1	12 Monthly reports that detail: • The tasks undertaken for each month and the progress made on activities to-date • The tasks to be performed for the coming month and the outputs to be achieved • Issues, challenges and risks affecting objectives and activities • Proposed mitigation strategies to overcome project risks and concerns • Recommendations, where applicable, to enhance the Project outcomes
2	In collaboration with the PMO, ECM Programme Office, and ISU, develop new solutions according to the Program Plan, during the 12 months of the assignment. Each new technology developed must have the required documents, including but not limited to – project plan; user requirements document; testing and technical plans and manuals; and standard operating procedures as necessary. Additionally, with the support of the PMO, ECM Programme Office, and ISU, the consultant will be required to develop the required user acceptance testing (UAT) and training material, and where necessary, conduct the UAT, training intervention or make recommendations, for the engagement of technical assistance support for the UAT or to carry out the training for the implementation of application software solutions in the Ministry.
3	In collaboration with the PMO, ECM Programme Office, and ISU team, research and develop proposals as appropriate, for the use of new or open source/freeware software technology that can optimize the business environment of the Ministry. These proposals will be presented if necessary, at forums that will be hosted by the Ministry.

5.0 REQUIRED COMPETENCES

- ❖ Technical background required, with demonstrated abilities as a Business Analyst or Developer, preferably in a project environment;

- ❖ Ability to communicate effectively with stakeholders at all levels to define the business requirements and solution architecture;

- ❖ Excellent planning and organising skills with good problem solving and analytical abilities

- ❖ Team player with proven interpersonal skills, task-oriented work ethic, excellent time management skills and demonstrated ability to use sound judgement;

- ❖ Track record that demonstrates research skills and ability to constantly seek and acquire knowledge of emerging technologies;

- ❖ Excellent knowledge of Information Systems, ICT Best Practices, and current application development methodologies;

6.0 QUALIFICATIONS AND EXPERIENCE

Qualifications
- University degree in Computer Sciences, Information Technology, Management Information System, Mathematics, or equivalent qualification, from a recognized tertiary institution.
- Certification in any of the following: Microsoft Visual Studio, .NET, Structured Query Language (SQL), and Java or C and C++ would be an asset.

Experience and Specific Technical Knowledge
- Demonstrated working knowledge of several of the following: HTML, ASP, .NET, CSS, PHP, JavaScript, Visual Studio, IIS, XML and other web technologies and standards.
- Demonstrated working knowledge of combinations of the following: Linux, Apache, JBoss, SQL, MySQL and PHP
- Knowledge and experience with Office automation tools
- Knowledge of IIS and web based authentication (Basic, Forms, Claims Based, Windows).
- Graphic design experience using tools such as Adobe Creative Suite and Expression Studio would be an asset
- Mainstream Reporting Tools (e.g. Crystal Reports, BIRT, etc.)
- Experience in MS Office: Word, Excel, Power Point
- Experience working with MS Project, and Visio
- Experience working with projects that involve cross functional teams of internal and external implementation partners
- Experience in requirements gathering, solution development and deployment

7.0 TERMS OF THE CONSULTANCY

Reporting Relationship: The consultant will report to the ECM Programme Manager/ Transformation Reengineering Consultant, or as determined upon engagement. He/She will be required to provide all deliverables to the designated officer who will be guided on the implementation of the project activities accordingly.

- Level of effort:
- Full time level of effort of Twelve (12) consecutive months will be required.
- Duration of contract: The Consultancy will be for a duration of 12 months (subject to renewal)
- Location: Jamaica
- Type of Consultancy: Individual Consultant
- Type of contract: Lump sum.

8.0 EVALUATION MATRIX

EVALUATION CRITERIA	Score
Qualification & Experience	
• B.Sc. in Computer Sciences or equivalent from a recognized tertiary institution or equivalent	20
• Certification in Microsoft Visual Studio, .NET, Structured Query Language (SQL), and Java or C and C++	10
• Experience in requirements gathering, solution development and deployment	10
• Demonstrated technical knowledge and experience	10
Specific Knowledge	
• Excellent time management skills, and demonstrated abilities to manage competing priorities in high stress environment	10
• Proven task oriented work ethic	10
• Demonstrated communication and interpersonal skills and ability to use sound judgement	10
• Excellent analytical and problem solving abilities	10
• Excellent understanding and knowledge of software development life cycle	10
TOTAL	**100**