



MINISTRY OF FINANCE AND THE PUBLIC SERVICE

TERMS OF REFERENCE

**CONSULTANT: INTERIM EXECUTIVE DIRECTOR,
PUBLIC INVESTMENT MANAGEMENT SECRETARIAT**

July 2019

**STRATEGIC PUBLIC SECTOR TRANSFORMATION PROJECT
IBRD LOAN NO.: 8406-JM**

1.0. Background:

1.1. ***Rationale for the creation of a public investment management system (PIMS) in Jamaica:***

The Government has committed to strengthen Jamaica's public investment management system, as part of a comprehensive public financial management (PFM reform) agenda. This reform has seen the incorporation of public investment management as part of an enhanced fiscal governance framework that seeks to increase fiscal surpluses over time and concurrently reduce the debt to gross domestic product (GDP) ratio so that public resources can be allocated to public investment and other activities that have the potential to contribute to growth in the economy.

Public investment projects are ***“investments that require planning, execution, monitoring and evaluation carried out as an integrated set of activities aimed at meeting a development objective, at a specific cost and within a defined timeframe”*** (Section 48A, FAA Act Amendments 2014). The Financial Administration and Audit Act (FAA Act) (Amended), 2014¹ sets out the elements of the strengthened Public Investment Management System (PIMS) which will seek to create a *common framework for the preparation, appraisal, approval and management of all public investments in Jamaica, irrespective of the source of funding or procurement and implementation modalities*. A key element of the system is the Public Sector Investment Programme (PSIP); a rolling 5-year plan of Cabinet approved public investment projects.

The Objectives of the PIMS are to:

- **Promote growth** and development and encourage capital formation for future investment
- **Maximize efficiency of public investment** “through better selection and management of investment expenditure.”
- **Improve** the quality of social and economic infrastructure in the country.

PIMS is an integrated approach to managing the public investment portfolio and projects, which is:

- **Extensive**; extends across all public entities and sectors
- **Inclusive**; includes all type of public sector expenditures (actuals and contingencies)
- **Complete**; covers all steps and phases that a project has to complete through its productive life, including the interaction with other administrative systems (budget, treasury, procurement, human resources, others).
- **Strategic**; all projects and overall portfolio will be selected and oriented to add value to a larger development purpose

¹ Gazette 31st day of March 2014, enacted April 1, 2014

The PIMS is also bolstered by other legislations and policy which existed prior to the 2014/15 FAA and PBMA Acts being amended. These also form part of the policy and legislative framework for the PIMS.

The Ministry of Finance also undertook a review of the 5-year Public Sector Investment Programme (PSIP), which revealed that there were public sector projects being implemented which had inherent deficiencies and weaknesses which occupied fiscal space and was being resourced through provision in the PSIP and national budget. This brought into question the effectiveness and the due diligence with which prospective projects were being screened prior to entry into the PSIP. Some of the weaknesses identified included:

- i. Poor project design & planning;
- ii. Weak institutional capacity to properly assess the long run feasibility and sustainability of these projects;
- iii. Policy mismatch with project goals and objectives and national priorities;
- iv. Readiness/lack of preparedness of executing bodies to implement projects.

In response to these identified weaknesses, the Government of Jamaica in revising the FAA Act in 2014, also enshrined in law a body, the Public Investment Management Committee (PIMC), charged with the responsibility for the screening and appraisals of all public investment projects from specified public sector (SPS) entities which must be ratified through this body, for approval by Cabinet prior to entry in the PSIP. This led to the creation, under statute, of the Public Investment Management Secretariat (PIMSEC) to be the secretariat of PIMC to undertake the screening and appraisal of public investments and to provide advice to PIMC. PIMSEC became operational in 2015 under the Strategic Public Sector Transformation Project (SPSTP).

2.0. Introduction:

2.1. Strategic Public Sector Transformation Project:

The Government of Jamaica (GOJ) received loan financing from the International Bank for Reconstruction and Development (IBRD) towards the cost of the Strategic Public-Sector Transformation Project (SPSTP). 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 is being executed through six (6) Components divided into 2 thematic areas.

The first thematic area seeks to reinforce fiscal discipline and revenue enhancement through four main components: (a) Strengthening the Public Investment Management System (PIMS); (b) Strengthening the Budget Preparation Process and Results Based Budgeting (c) Adaptive Public-Sector Approaches to Promote Fiscal Sustainability and Project Management; (d) Modernizing of the Accountant General's Department.

The second thematic area seeks to support those institutions that sit at the interface between the public and private sectors: Bureau of Standards of Jamaica (BSJ) through component 5, Fostering Industrial Growth and Trade Facilitation, that will support

strategic public-sector institutions essential to creating an enabling environment for the private sector. The management of the project makes up the sixth component.

Strengthening of the Public Investment Management System (PIMS) is a sub-set of Component 1 which falls under the first thematic area “*Strengthening the PIMS*”. PIMSEC therefore currently operates under Component 1 of the SPSTP. The executing agency for the project is the Ministry of Finance and The Public Service (MOF&PS) and the Project Implementation Unit (PIU) is established within the MOFP to implement the project. The project will support activities across selected service delivery ministries, departments, and agencies (MDAs).

2.2. The Public Investment Management Committee (PIMC)

Under Section 48 B (2) D of the amendments a Public Investment Management Committee is to be appointed to:

- a. Screen all investment proposals for feasibility and consistency with government’s strategies and objectives
- b. Review all projects for technical, financial, economic and environmental feasibility
- c. Prioritisation of projects for financing and recommending to Cabinet their inclusion in the Public Sector Investment Programme, and
- d. Reviewing project performance, monitoring risks to the achievement of objectives and continued relevance to government’s policy priorities

General Features of the PIMC: The main role of the Committee is to review/screen projects which are submitted for consideration for inclusion in the PSIP; review the recommendations of the PIMSEC concerning these projects and take a decision to approve, defer for further work or reject.

The two main functions of the PIMC in supporting this model are:

Project Approval - this is to ensure that project concepts and proposals are aligned with policy objectives and that submitted projects are technically, economically, and financially viable. Project approval is done in two phases

- **Phase one** – Project concepts/ideas are assessed for alignment with policy positions as articulated in the PSIP Policy Paper, the Medium Term Social and economic Framework and the National Development Plan Vision 2030. It is after this approval that projects are approved to be fully designed.
- **Phase two** – Project documents are appraised for financial and relevance approval, Funding agency for feasibility analysis, and submitted to Cabinet for final approval and inclusion in the PSIP.

Project Monitoring and Evaluation under PIMSec - covers the pre-implementation stages of the project cycle, and involves design of the M&E framework for projects to be submitted to PIMC through the PIMS Secretariat and are submitted to Cabinet along with the relevant appraisal documents for approval.

Inputs for PIMC Decision Making: In order to undertake these roles and functions the PIMC will be guided by information produced from the following sources:

- A. **VISION 2030 Jamaica** - National Development Plan is the 'roadmap' for making "Jamaica, the place of choice to live, work, raise families and do business".
- B. **Growth Inducement Strategy** - a strategic framework and a structured program of actions designed to achieve a quick turnaround in the economy and build a platform and momentum for medium-term growth. In essence, it captures the reality of the present moment which demands re-orienting our economic policy towards a sharpened focus on enhancing growth as the necessary basis for realizing sustained improvements in the social well-being of citizens, consistent with the goals of Vision 2030 Jamaica.
- C. **PSIP Policy Paper:** This paper is developed by the Planning Institute of Jamaica to aid Cabinet's decision making on the PSIP and is presented each year to the Cabinet for discussion and approval, prior to its approval of the Estimates of Revenue and Expenditure for the succeeding financial year and includes:
 - a. A diagnosis of the PSIP Performance
 - b. An analysis of the prevailing socio-economic and environmental conditions
 - c. Recommendations for adjustments based on review of recent socio-economic developments
 - d. A forecast of likely impact of the continuing PSIP on development indicators, and
 - e. Recommendation of prioritisation criteria for determining the size and composition of the PSIP
- D. **PIMS Guidelines:** This is a handbook of the rules, procedures, requirements and guidelines which shall be prescribed for the governance of all public investments (irrespective of source of funding and origin), in Ministries, departments, public bodies and public private partnership
- E. **PIM Information System (PIMIS):** This is a web-enabled system that will serve as the repository of information on all public investments projects (central government, public bodies and public private partnerships), at the various stages of the project cycle (inclusive of concepts, feasibility, approval, implementation and evaluation) thereby allowing access for tracking of status and performance information on all projects as they move through the project cycle.

PIMS Secretariat as Institutional Support for PIMC: The role and the responsibilities of the PIMC and the PIMSec are laid out in the Fourth Schedule of the Financial Administration and Audit (Amendment) Act 2014 hereinafter referred to as 'the Act'.

The PIMC and by extension its Secretariat, PIMSec, has a central role in the new PIMS. PIMC is the principle authority on PIMS in Jamaica and as such is a key adviser to the Cabinet in terms of their executive decision making regarding the PSIP.

All project proposals have to pass through the PIMS process to be funded through the national budget. Under the revised legislation, Projects cannot enter the PSIP without Cabinet approval.

Outputs of The PIMSEC Support to the PIMC: The main output of the deliberations of the PIMC are:

- a. **Viable Project Proposals for inclusion in the PSIP** –Projects that are ready for implementation after being appraised and assigned financing through Bi-lateral, Multi-lateral, Public Private Partnership or the Budget resources of Ministries, Departments and Agencies

3.0. Objectives of this Consultancy:

Reporting to the Deputy Financial Secretary (PEX-D), the Executive Director is responsible for providing leadership and direction in coordinating, managing and overseeing the development, implementation and monitoring of PIMSec’s strategic and operational plans, policies and procedures; the technical work of financial, economic, social, environmental and institutional assessment of all public investment concepts and proposals submitted by public entities; and the provision of strategic support and advice to the Public Investment Management Committee (PIMC) in ensuring it is provided with accurate, objective, comprehensive and timely information and data to facilitate informed and sound decision-making and the efficient and effective management of the PIMS process.

The Consultant will report functionally to the Technical Coordinator, Component I, SPSTP who shall have responsibility for coordinating activities under this contract, for receiving and recommending approval of reports and other deliverables under the contract and will receive and recommend payment of invoices for services contracted.

It is the MOF&PS’s intention to institutionalise the PIMSec and its functions into the Ministry in the near future. This is therefore an interim assignment for one year in the first instance, and the incumbent is expected to facilitate and support the transitioning of the PIMSec into the MOF&PS. Jobs in the institutionalised structure of the PIMSEC will be competitively tendered once a decision on the timing of the transition has been finalised. One of the Executive Director’s role, in the interim, will be to facilitate and support all actions to facilitate and ensure this process is seamless, with the least disruption to the system.

Key Outputs

- Strategic/operational plans & budget developed/implemented/monitored
- Standard operating procedures documented and being used by staff

- Analysis of investment concepts/proposals coordinated/directed/overseen/verified
- Strategic & technical support/advice provided to PIMC/PIMS stakeholders
- Technical inputs from key stakeholders sought/assessed/acted on
- Assessment reports prepared/reviewed/verified
- Quality standards/benchmarks developed/implemented/monitored/reported on
- Collaborative arrangements with stakeholders fostered/maintained
- Training/sensitization needs identified/facilitated
- Communications program developed/implemented/evaluated
- Institutional systems/structures established/reviewed/updated
- Documentation and records management system developed/implemented/maintained
- Annual PIMSec & and periodic reports produced/distributed/acted on
- Employee performance goals/objectives established/monitored/evaluated

4.0. Scope of Works (SOW):

Specifically, the Executive Director will be required to deliver on the following functions:

Technical/Professional

1. Provides leadership in the development, implementation and monitoring of PIMSEC's strategic and operational plans, policies and procedures, while ensuring alignment with the Division's vision, mission and strategic goals
2. Coordinates, directs and oversees the technical work of financial, economic, social, environmental and institutional assessment of all public investment concepts and proposals submitted by public entities within the Specified Public Sector (SPS)
3. Ensure timely and accurate report presentations to PIMC on concepts and proposals for its decision
4. Provides strategic support and advice to the PIMC in ensuring it is provided with accurate, objective, comprehensive and timely information and data to facilitate informed and sound decision-making
5. Leads the process of collaborating with and engaging the technical inputs of a wide range of internal and external stakeholders in the screening, appraisal and prioritization of project concepts and proposals
6. Reviews and verifies the assessment reports of project concepts and proposals so as to ensure:
 - alignment with national priorities and the GOJ strategic policy objectives; and
 - they satisfy the economic, financial, social and environmental criteria for consideration to be included in the Public Sector Investment Program (PSIP)
7. Oversees and ensures the timely preparation of reports on the appraisal and prioritization of projects for submission to PIMC for their review and

recommendations

8. Functions as the principal source of expert, objective technical advice and guidance within the Ministry on all matters relating to the appraisal of GOJ public sector investment programs
9. Oversees the development and implementation of appropriate quality standards, best practices, international benchmarks and Standard Operating Procedures to guide the assessment of investment concepts and proposals and monitoring and evaluation activities
10. Leads and fosters the development of collaborative arrangements with key stakeholders within the MOF&PS, MDAs and other key external stakeholders, to facilitate and support an efficient and effective PIMS
11. Facilitates the delivery of high levels of efficiency and effectiveness in the screening and appraisal process through optimization of the use of technology, analytical tools and research methodologies
12. Works collaboratively with MDAs and other stakeholders within PIMS in identifying training needs and facilitating the implementation of programs to build competencies and awareness around system, process, and informational requirements
13. Oversees the development, implementation and ongoing evaluation of a comprehensive communications and public relations program, aimed at promoting awareness and transparency among PIMS stakeholders, including private sector and the public, of the PIMSec's role and function, and the GOJ public sector investment initiatives
14. Keeps abreast of developments, trends and international best practices in the field of strategic planning, leadership and project management and analysis, so as to inform proactive planning, decision-making and continuous improvement

Management/Administrative

1. Develops, implements and monitors PIMSec's budget
2. Participates in and contributes to the development of the entity's strategic plans, and policies
3. Coordinates and prepares periodic and special reports on areas of responsibility, including the status of project concepts and proposals, issues, initiatives and recommendations
4. Oversees and coordinates the preparation of an annual report on PIMSec's operations as a means of highlighting achievements and challenges, and improving communications and transparency with internal and external stakeholders, including the general public and IDPs
5. Prepares and submits monthly progress reports on public investment concepts and proposals highlighting achievements, trends, challenges and opportunities
6. Maintains sound institutional structures and systems to facilitate the efficient and

effective coordination of activities and delivery of services to the Secretariat's stakeholders

7. Ensures the establishment and maintenance of document and records management systems that facilitates effective and efficient delivery of services; retrieval of information; confidentiality and an audit trail
8. Oversees the coordination scheduling and convening of meetings of the TRC and PIMC to consider project concepts, proposals and recommendations
9. Provides strategic support to the transitioning of the entity within the MOF&PS so as to ensure minimal disruption to the work of the entity.

Human Resources

1. Provides leadership to staff through effective objective/goal setting, performance evaluation, feedback, delegation and communication
2. Fosters teamwork, a harmonious working environment and the promotion of collaborative working across the Branch and Division
3. Promotes the building of institutional knowledge for the Secretariat by ensuring that established systems, procedures and lessons learnt, are documented and transferred through training, mentoring and coaching
4. Ensures that staff is provided with adequate and appropriate resources to enable them to undertake their duties efficiently and effectively

5.0. Methodology:

The Consultant is expected to perform the services required in accordance with the highest professional standards and international best practices, bearing in mind the objective of the assignment, the desired outputs and the PIMS guidelines.

The Consultant will develop, and submit outputs as specified in these Terms of Reference. The Consultant will be expected to relate to stakeholders at various levels within the GoJ in the conduct of the assignment. The assignment should be conducted in a spirit of collaboration and consultation with the SPS/MDA process owners and stakeholders and other key stakeholders that support the administration of the PIMS.

6 .o. Deliverables:

The deliverables under this engagement are to be presented in keeping with the highest professional standards and as specified in the table below. All documents submitted must conform to the following minimum standards:

- a) should use language appropriate for a non-technical audience;
- b) should be comprehensive, properly formatted and well presented;

- c) should be developed through a consultative process, ensuring feedback from key stakeholders.

6.1 The key deliverables under this engagement are as specified below:

12 monthly progress reports detailing:

- Progress reports on public investment concepts and proposals submitted for review;
- Monitoring & evaluation framework developed related to submissions above;
- Reports to include management, administrative and HR activities as detailed in the SOW;
- All other activities undertaken as detailed in the SOW.

6.2 ***“Sign-off” Procedure***

The Consultant, will report directly to the DFS PEX Division and functionally to the Technical Coordinator, Component I. The Technical Coordinator Component 1, SPSTP will review and authorise acceptance on all deliverables produced. Sign off for payment will be done by the Technical Coordinator, Component 1, subject to acceptance received from the DFS PEX and Project Manager, SPSTP.

6.3 ***Variations***

All proposed changes to the deliverables must be discussed with the DFS PEX and recommended by the Technical Coordinator Component 1, the Project Manager SPSTP as advised by the Procurement & Administrative Manager, SPSTP. Revisions to the TOR may be accommodated through mutual discussion and agreement with the parties within the SPSTP as detailed above.

7.0. Performance Criteria

- Proactive and strategic leadership is provided in the development, implementation, monitoring and review of PIMSec’s strategic plan, policies and procedures
- Project assessment outputs and outcomes satisfies the criteria and objectives of relevance, national alignment, feasibility, sustainability and value for money
- Strategic, technical, sound and timely advice, guidance and support, is provided to PIMC, MOF&PS and PIMS stakeholders that facilitates timely, sound and informed decision-making
- Reports are thorough, accurate and insightful; conclusions/recommendations sound; and are prepared and submitted in a timely manner
- Effective working relationships and networks are developed, fostered and maintained that supports the achievement of PIMSec’s mission, strategic goals and delivery of services

- Quality standards and measures are developed and implemented that serves as benchmarks and guidelines for the efficient and effective appraisal and ex-post evaluation of projects and delivery of services
- A culture of continuous improvement and high performance is fostered and maintained
- Training and sensitization needs are identified and timely and appropriate action taken to facilitate the building of competencies and awareness around PIMS
- Public relations and communications program are impactful and positively influences the support and attitudes of stakeholders, including the public
- Standard Operating Procedures and budget developed, implemented and monitored so as to ensure expenditure is within approved limits and in accordance with relevant policy and regulatory guidelines
- Database and records management system facilitates the efficient and effective delivery of services, confidentiality, easy retrieval, safe custody and an audit trail
- Performance management system provides for the periodic appraisal and feedback of the performance of staff based on agreed objectives and measures
- Staff development and resource needs are identified and acted on in an appropriate and timely manner

8.o. Internal and External Contacts (specify purpose of significant contacts:

Contacts Internal to the organisation

Contact (Title)	Purpose of Communication
<ul style="list-style-type: none"> • Executive/Senior Management Team of MOF&PS 	<ul style="list-style-type: none"> • Re technical advice and inputs in the strategic planning process & public investment assessment related matters
<ul style="list-style-type: none"> • DFS PEX 	<ul style="list-style-type: none"> • Direction and target setting for job performance, matters related to the budget and the PSIP
<ul style="list-style-type: none"> • Representatives of PEX-D, PED & EMD 	<ul style="list-style-type: none"> • Application of guidelines to inform prioritization of projects prior to submission to PIMC, budget and M&E – ex-post and impact assessments
<ul style="list-style-type: none"> • PED staff 	<ul style="list-style-type: none"> • Re ideation & proposal of PPP projects

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

Contact (Title)	Purpose of Communication
<ul style="list-style-type: none"> • Members of PIMC 	<ul style="list-style-type: none"> • Re recommendations of TRC and the provision of technical advice and support
<ul style="list-style-type: none"> • Members of TRC 	<ul style="list-style-type: none"> • Re discussions on the screening, appraisal, review and prioritization of project concepts and proposals
<ul style="list-style-type: none"> • Members of SSC 	<ul style="list-style-type: none"> • Re appraisal, review and prioritization of national security and defence related project concepts and proposals
<ul style="list-style-type: none"> • Permanent Secretary & senior staff of MDAs 	<ul style="list-style-type: none"> • Re preparation, review and appraisal of project concepts and proposals; and information on approval/rejection of project concepts
<ul style="list-style-type: none"> • Public/private sector interests 	<ul style="list-style-type: none"> • Re promotion of & building of awareness around PIMS
<ul style="list-style-type: none"> • DBJ 	<ul style="list-style-type: none"> • Matters related to screening and appraisals of PPPs, JVs etc. under DBJ's portfolio responsibility
<ul style="list-style-type: none"> • PIOJ 	<ul style="list-style-type: none"> • Matters related to screening & appraisal of project concepts, proposals, and funding from IDPs
<ul style="list-style-type: none"> • PPMC/ICT Authority 	<ul style="list-style-type: none"> • Matters related to screening and appraisal of Technology related public investments

9.0. Required Competencies & Qualification

Core/Behavioral

- Well-developed ability to effectively build partnerships and relationships and communicate with cross-functional teams and external stakeholders
- Excellent planning, coordinating, organizing and time management skills
- Flexibility and ability to adapt to organizational changes and changing priorities
- Ability to initiate and adopt innovative and diagnostic approaches to problem solving
- Exercising sound judgement, objectivity, professionalism and integrity in arriving at decisions
- Ability to manage multiple concurrent projects/tasks and work under pressure with challenging deadlines

- Meticulous attention to detail with an eye for accuracy, rigor, logic and causes and effects
- Exhibits a passion for achieving excellence in performance outcomes and customer satisfaction

Functional/ Technical

- Knowledge of relevant policy, legislative, regulatory, governance and policy framework
- Knowledge of applicable policies, procedures, standards and best practices relating to PIMS
- Excellent knowledge of all phases of the project management cycle
- Sound knowledge of research principles, data collection and analysis methodologies, international quality standards, trends and best practices
- Excellent conceptual, analytical and critical-thinking skills
- Sound knowledge of Government financial and budgeting principles, procedures and practices
- Proficiency in Microsoft Office applications, including Microsoft Project and Excel

Management

- Sound leadership skills with the ability to inspire and motivate others in working towards a common vision, mission and goal
- Ability to plan, organize, prioritize and schedule work assignments
- Ability to adopt a strategic and 'big picture' perspective and outlook in decision-making
- Well-developed understanding of the larger environment in which the entity operates
- Ability to persuade and influence others' support for ideas, proposals, projects and solutions
- Superb stakeholder management skills with focus on collaboration, team building, and customer service
- Well-developed organizational development and change management skills

Minimum Required Education and Experience

- Master's Degree in Business Administration, Finance, Economics or business-related discipline
- Certification in Project Management Professional (PMP) or equivalent OR 8 – 10 years Project Management experience
- Eight (8) years of proven experience and demonstrated ability in a project or business management role, including five (5) years in a senior management position
- Experience working with cross-functional teams in achieving common goals

- Demonstrated experience in managing change processes and developing, mentoring and building the capacity of others
- Experience working in the public sector would be an asset

10.0. Characteristics of the Consultancy:

Level of Effort	Full time – 8 hours per day, 20 days per month
Duration of Contract	12 months, with option for renewal
Location	Kingston, Jamaica – office to be provided by the MOF&PS
Type of Consultancy	Individual
Type of Contract	Lump Sum
Payment Trigger	Monthly progress report in the agreed format and standard, approved by the Technical Coordinator Component I

11. Authority to:

- Develop, recommend and implement plans, policies, procedures and systems
- Provide technical/strategic advice and recommendations
- Identify system/resource needs and take corrective action
- Participate in the recruitment and selection of staff

12. Special Conditions associated with the job:

- Work is performed in normal office conditions
- May be required to work beyond and outside of normal office hours in order to meet deadlines and participate in meetings and events

13. Evaluation Criteria

Qualification	10%
Relevant public sector experience in concept/proposal assessment	15%
Specific experience and competence in the disciplines set out in these terms of reference	30%
Response to case assignment	30%
References (3)	15%