



**MINISTRY OF FINANCE AND THE PUBLIC SERVICE  
TRANSFORMATION PROGRAMME  
PROGRAMME ADMINISTRATOR**

**TERMS OF REFERENCE**

**1.0 BACKGROUND**

- 1.1 The Government of Jamaica (GOJ) charted in 2009 a path for national development and renewal which, inter alia, calls for the repositioning and transformation of the Public Sector to support the achievement of the National Outcomes delineated in *Vision 2030 Jamaica, the National Development Plan*.
- 1.2 Recognising the centrality of preserving a stable macroeconomic landscape as the fulcrum for sustainable national growth and development, the GOJ enunciated its commitments to ensuring that the macro and micro economies are poised to produce the conducive environment necessary to achieve *National Goal 3: Jamaica's Economy is Prosperous*, as indicated through the associated outcomes:
- *National Outcome #7 – A Stable Macro economy*
  - *National Outcome #8 – An Enabling Business Environment*
  - *National Outcome #9 – Strong Economic Infrastructure*
  - *National Outcome #10 – Energy Security and Efficiency*
  - *National Outcome #11 – A Technology-Enabled Society*
  - *National Outcome #12 – Internationally Competitive Industry Structures*
- 1.3 The GOJ, in agreement with key multi-lateral /bilateral agencies and development partners, has also developed the Economic Reform Programme (ERP), an initiative designed to reduce the national debt burden; promote fiscal discipline; increase revenue; improve efficiency in GOJ operations; and, the implementation of key reforms, namely in the public sector, pension administration and taxation.
- 1.4 The roll out of the ERP will, of necessity, be led and managed by the Ministry of Finance and Planning (MOFP). The Ministry has overall responsibility for developing the GOJ's economic policy framework, collecting and allocating public revenue, and playing an important role in the socio-economic development of the country, in creating a society in which each citizen has every prospect of a better quality of life. Further, the key components of the ERP include tax reform, public sector transformation, pension reform, debt management, central treasury management system, and corporate governance, all of which fall within the remit of the Ministry.
- 1.5 In December 2013, the MOFP completed a comprehensive Strategic Review. The review identified a number of important deficiencies that reduce the MOFP's effectiveness and efficiency to promote economic growth and development, including: (i) a centralized decision making structure exacerbated by an excessive number of direct reports to the Financial Secretary; (ii) a prevalent culture of silo thinking with weak coordination and

consultation between divisions; (iii) resistance to change; (iv) emphasis on transactional bureaucratic processes over policy-making functions, (v) insufficient skills and competencies for required tasks such as economic analysis and forecasting; (vi) prevalence of cumbersome processes; and (vii) unclear roles, duplication of tasks, and functions overlap.

- 1.6 The strategic review also provided a number of recommendations to address these deficiencies and improve the performance of the MOFP including: (i) revision of the vision and mission of the Ministry to focus on the creation of the environment for sustainable growth in Jamaica; (ii) organisational restructuring of the Ministry to better allow for the achievement of the above strategic objectives; and (iii) enhancement of work processes and systems. In addition, recommendations were put forward to address deficiencies identified with regards to: (a) *leadership and accountability*: implement Accountability Framework and increase focus on strategic management activities; (b) *decision-making structures*: reduce bottlenecks and increase responsiveness by reducing the number of reports to the Financial Secretary; (c) *people*: build capacity to ensure that critical activities can be performed; (d) *work processes*: carry out a business process reengineering exercise to eliminate duplications and overlap; and (e) *culture*: reduce degree of “silo-mentality” by establishing new units that merge common functions (e.g., monitoring) that are currently duplicated across units.
- 1.7 The MOFP recognizes the need to realign its organisational structure and machinery to improve the efficiency of its operational management and internal processes, and to strengthen its policy-making and implementation capacity. The MOFP therefore 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. As such, the Ministry has embarked on a three (3) year Transformation Programme.
- 1.8 The objectives of the Transformation Programme 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.
- 1.9 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.

## **Component 1 - MOFP Re-organisation**

This component supports the Ministry's organisation restructuring. Main activities include:

- Develop a comprehensive three-year implementation plan for the MOFP Transformation Programme with assigned responsibilities, cost, timelines and milestones;
- Conduct a business process reengineering exercise to eliminate red tape, merge duplicating functions and eliminate redundant and unnecessary ones;
- Definition of functional profiles and job descriptions for the new structure;
- Implementation of HR transition strategy and plan to move MOFP staff from the old structure to the new one;
- Adoption of new MOFP organisation structure (i.e., organisational chart, staffing levels, operating procedures);
- Prepare procedures manuals to support new/improved business processes;
- Conduct space audit to inform the reallocation of staff work space based upon new organisation structure;
- Establish ICT Governance Framework to enhance systems management; and
- Develop Performance Management and Accountability Framework, including the development of Service Level Agreements with clients.

## **Component 2 - MOFP Competencies and Capacities**

This component provides a competency framework along with a robust capacity building programme to address skill and competency gaps. Activities include:

- Design and implement a competency framework for the Ministry;
- Carry out a comprehensive training needs assessment, followed by a training plan based on the needs assessment findings; and,
- Conduct training impact evaluations.

## **Component 3 - Change Management and Communication**

This component supports the transformation of the Ministry's organisational culture. It should also lead to an improved understanding of the needs and behaviour of employees transitioning within macro-level organisational change and to promote transformation programme activities across the MOFP. This will be executed in collaboration with an external change management consulting firm. Main activities include:

- Design and implement a change management and communication plan to mitigate re-organisation related risks;
- Apply behavioural insights to external business processes;

- Apply behavioural insights to internal business processes as part of the Transformation Programme, focusing on improving staff engagement, productivity and change management;
- Enhance capacity of MOFP staff to respond positively to change;
- Assure key stakeholders engagement throughout the MOFP transformation process.

1.10 To carry out its Transformation Programme, the MOFP will establish an implementation management structure with the following core elements:

- i) creation of a dedicated Programme Management Office (PMO), responsible for ensuring full implementation of the programme. The PMO will be comprised of both consultants and MOFP staff who will provide the technical and advisory support to MOFP senior management for Programme implementation. The MOFP staff will work exclusively and on a full time basis in the PMO. The PMO will include:
  - a. **PMO Director** - manage the day to day operations of the PMO and have primary and direct responsibility for components one (1) and two (2);
  - b. **Behavioural Insights Consultant** - will have direct and primary responsibility for component three (3) which will design and implement a change management strategy and plan based on the application of behavioural economics, as well as the attendant communication plan;
  - c. **Organizational Development Consultants** - provide the management analysis and organisational development functions including business process reviews and the development of job descriptions;
  - d. **Change Management and Culture Management Specialist** - assist in the implementation of the change management strategy and plan as well as the implementation of the communication plan;
  - e. **Programme Administrator** - provide the financial management and project management support required for the successful operation of the Programme, as well as assisting in financial reporting and performance updates to International Development Partners.
  
- ii) establishment of a Transformation Steering Committee (TSC) to support and supervise the implementation of the programme. The TSC, chaired by the Financial Secretary and composed of key stakeholders, will ensure robust program governance, strategic direction and oversight.
  
- iii) designation of change leaders and change agents in every unit of the organisation, selected from the MOFP staff.

## **2.0 NATURE AND DURATION OF ASSIGNMENT**

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2.1 The Ministry has embarked on implementing the accepted recommendations and various proposals arising from the 2013 Strategic Review along with recommendations from previous work done. To this end, the Ministry is seeking to secure the services of a Programme Administrator for a **period of two (2) years** with the potential for renewal based on satisfactory performance and the needs of the Programme.

## **3.0 SCOPE OF WORK**

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The Project Administrator will perform the following duties:

### **1. Develop, implement and sustain supporting financial and procurement management systems to sustain the proper management of the Programme.**

#### **i) Financial Management**

- a) Maintains a programme finance filing system through filing, retrieval, retention, storage, compilation, coding and updating of all documents relating to project finance.
- b) Maintains a database of consultants and/or service providers hired, and of equipment purchased under projects and record of the consultants in possession of portable devices which are the property of the Programme.
- c) Maintains financial data in the appropriate hard copy and electronic accounting systems.
- d) Facilitates records and site audits by international development partners and other government auditing personnel.
- e) Prepare monthly, quarterly and annual financial reports on disbursements and provide variances to expenditures in accordance with the reporting format required by the IDP's.
- g) Prepare periodical Advance of Funds Request and Justification of Advances for IDB expenditures.
- h) Prepare monthly bank reconciliation statements for the project account and ensure that reconciling items are properly identified and treated in the project accounts.
- i) Liaises externally with officers of the IDPs as required for purposes of the programme's management and internally with key stakeholders including EMD, FAD and CSD among others.

j) Coordinate the collection of component plans and budgets for the development of the a comprehensive corporate plan and strategy for the PMO for each fiscal year.

**ii) Procurement**

- a) Plans, directs and manages the procurement and administration of works, goods and services in the PMO in compliance with GOJ standards, policies and procedures, as well as any specific requirements for international development partners.
- b) Assists the PMO Head, in collaboration with the Corporate Planning and Administration Division, to prepare tender/bid documents (including Request for Proposals (RFP) and Request for Quotation (RFQ) to effect procurement), by:
  - i) Developing advertisements inviting bids, proposals, quotations and/or applications; and, arranges for advertisements to be placed.
  - ii) Staging bidders' conferences, public bid openings and other meetings: makes room bookings and meeting arrangements; receives/hosts visitors; prepares agenda and organises relevant information and documents; takes minutes; and, reproduces and distributes related documents as required.
- c) Prepares and places orders for goods and services, tracks progress with orders, and, follows on delivery.
- d) Maintains a procurement records/information management system according to prescribed standards of GOJ and/or international partners for all documents relating to procurement of goods and services by the PMO.
- e) Establishes and maintains a database of contracts, purchase agreements, credit arrangements and service contracts.
- f) Maintains a list of all suppliers and contractors used by the GOJ and/or the Ministry in keeping with approved list from the Office of the Contractor General.
- g) Plans and or oversees periodic stocktaking activities and monitors inventory.

**2. Establish and Operate the Monitoring & Evaluation Mechanisms for the Programme.**

- a) Develops and maintains MS Project baseline for the project implementation plan with supporting charts based on information provided by the programme team.

- b) Develops monitoring & reporting instruments to collect and report actual performance (activities, outputs and other specified results) against targets of the Results Matrix and Monitoring & Evaluation Plan (MEP).
- c) Prepares periodic and *ad hoc* reports for the FSEC, TSC, IDPs the PIOJ and other stakeholders.
- d) Works with the Ministry's Strategic Planning and Strategic Organizational Development Units to define other results indicators and targets. Providing periodic information to the Ministry's formal performance reporting machinery.
- e) Maintains database of consultants' reports and all other materials in whatever form and medium subtending the Transformation experience.

### 3. PMO Administration & Operations

- a) Facilitate payments to consultants in the PMO according to approved deliverables and timelines by;
  - i) Coordinating/documenting the receipt of consultant reports, invoices, time sheets and associated documentation, packaging and delivering these to the head of the review panel.
  - ii) Receiving, documenting and coordinating the delivery of invoices, time sheets and associated documentation that have been approved by the review panel to the Accounting unit of the SPSTU for making payment to the consultants;
  - iii) Acting as the liaison between consultants and the SPSTU to resolve invoicing and payment related anomalies, if any.
- b) To maintain records to track and report on the days applied by each short term consultants against individual deliverables and the cumulative days applied to date.
- c) Assist the Programme Manager to oversee the day to day activities of the PMO to ensure orderly progression of its operations towards meeting targets; assist in the development of a time line for major activities of the PMO and Coordinate with relevant support services unit to ensure efficient operations.
- d) Assist with the on-boarding of new consultants to the PMO and work with component specialist consultants in the co-ordination of activities in all areas of PMO including; Change Management; Business Process Review; the Human Resources Oversight Committee and Change & Management & Communications Committee.



- e) Perform Secretarial support duties as needed by the PMO and the associated committees and specifically to coordinate the Secretariat activities for the HROC.
- f) Arrange and attend meetings, seminars, symposiums and other events related to the Department/project efforts and to attend same in capacity as a secretarial resource. Independently produce reports, correspondences and other materials as needed.
- g) Undertake research to develop proposals, prepare briefs, Cabinet Notes and other reports as may be required to support the rest of the PMO operations.
- h) To undertake such other duties as may arise under all the above areas of the PMO operations from time to time.

#### **4.0 SUPERVISION/COORDINATION**

The Officer will report directly to the Programme Manager for PMO who will have the overall responsibility for the ensuring the quality and timeliness of the output for the Department. The Officer will be required to support the activities of all the Transformation Components.

#### **6.0 QUALIFICATIONS REQUIRED**

- Bachelor's degree in Social Sciences, Public Administration or related field from an accredited institution.
- Certification in Government Procurement and Financial Accounting, or equivalent, preferred.
- Training in Inventory Management, Supplies and Purchasing Management preferred.
- Minimum of five (5) years' experience in government procurement and/or financial accounting, or procurement administration using multilateral or bilateral funding institution's procurement procedures.

#### **7.0 SPECIFIC KNOWLEDGE AND SKILLS**

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- Sound understanding and knowledge of GOJ Procurement Policies, Procedures and Guidelines, particularly Inter-American Development Bank (IDB) and World Bank (WB).
- Sound understanding of government budgeting, accounting and financial management, particularly the FAA Act.



- Sound understanding and knowledge of risk management and how to assess, document and manage risks, including the development of contingencies and mitigation plans.
- Sound understanding and knowledge of standard project management tools and techniques to schedule, plan and correct project performance.
- Working knowledge of MOFP core business strategies.
- Excellent critical reasoning, quantitative and qualitative analysis skills.
- Strong negotiating and persuasive presentation skills.
- Proficiency and experience at working with multidisciplinary teams and cultivating strategic alliances with local and international organisations.
- Proficiency in the use of the relevant computer applications, including MS Word, Excel Power Point and Project.