



**TERMS OF REFERENCE
PROJECT MANAGER – AUDIT OUTSOURCING PROJECT (AOP)
AUDIT GENERAL’S DEPARTMENT**

1.0 BACKGROUND

The responsibilities and authority of the Auditor General are detailed in the Constitution and the Financial Administration and Audit Act. The Auditor General and the employees of the Auditor General’s Department (AuGD) are tasked with conducting independent audits in accordance with acceptable, professional and ethical standards and issue appropriate reports on the use of public resources.

The role and functions of the Auditor General are defined in the following legislations and regulatory framework:

- The Jamaican (Constitution) Order in Council (Act), July 23, 1962
- Public Bodies Management and Accountability Act, 2001
- Financial Administration Audit Fiscal Responsibility Framework Amendment Regulations 2015
- Financial Administration and Audit Act, 2011
- The Executive Agencies Act

Audit of Appropriation Accounts and Financial Statements

The Auditor General is mandated by Section 122 of the Jamaican Constitution to audit the accounts of all government bodies. Section 25 of the Financial Administration and Audit (FAA) Act expounds on the specific responsibilities of the Auditor General. This legal mandate sees the Auditor General’s Department (AuGD) conducting financial statement audits of 43 of the 251 entities, 83 Appropriation Accounts of Ministries, Departments and Agencies, 14 Municipal Authorities, 14 Internationally Funded Projects and 11 Statements for the Accountant General’s Department.

However, the fulfilment of this task is hampered by the delays faced by executives in preparing financial statements for audit resulting in a serious backlog, as many entities have not submitted accounts for several years. Consequently, Parliament is not provided with actual and recent information on the financial performance of the Executive. Further, because the audits relate to accounts of several years ago, the relevance of these audits are undermined. A significant part of the audit capacity of the AuGD is allocated for this effort.

The aggregate unaudited financial statements for Ministries, Departments and Agencies are four hundred and thirty three (433). Of this amount, approximately one hundred and sixty three (163) of these statements represent the financial statements of Statutory Bodies, Executive Agencies and Local Authorities in backlog¹.

The remaining two hundred and seventy (270) backlog statements represent Appropriation Accounts. The AuGD Strategic Audit Plan for the period 2018 – 2021 indicates that the total number of audits to be undertaken over the three-year period is five hundred and twenty (520), however this amount does not include the backlog mentioned previously. All the backlog of unaudited financial statements must be cleared in order to facilitate:

1. Compliance with the law for all stakeholders.
2. Improve the public financial management (PFM) landscape in the GOJ.

To achieve this, the Auditor General’s Department will utilize the provision of the law to outsource the external audit function.

STRATEGIC PUBLIC SECTOR TRANSFORMATION PROJECT (SPSTP)

The Project Development Objective (PDO) of the SPSTP 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 six components. This consultancy falls under Component III: Adaptive Public Sector Approaches to Promote Fiscal Sustainability. The components of the SPSTP are:

- 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: Strengthening Property Tax Compliance and Administration.
- Component V: Fostering Industrial Growth and Trade Facilitation
- Component VI: Project Management

Component III

The outsourcing of the audits will provide support to the Public Financial Management systems under Component 3 of the Strategic Public Sector Transformation Project. This component will support activities that will contribute to the sustainability of GOJ's reform process in public administration, fiscal sustainability and growth.

The objective of this component is as follows:

- a) To support measures to institutionalize the process of behavioral change to support new policy processes,

¹ Backlog financial statements are those that are in arrears for four or more years.

- b) Provide just in time technical assistance to take into account ad hoc needs of the government and to,
- c) Effectively take advantage of opportunities when they arise, to bridge policy and implementation gaps revealed in the course of project implementation.

2.0 EXPECTED OUTCOME OF THE AOP

The objective is to strengthen the accountability and transparency of the Government of Jamaica (GOJ) operations. The specific objective in relation to the AOP is to eliminate the backlog of 163 unaudited financial statements. The Project will be implemented over an eighteen (18) month period.

3.0 OBJECTIVES OF THE CONSULTANCY

The objective is to ensure that the following are achieved:

1. The AOP objectives are achieved within the projected timeframe and cost.
2. Lead the project team and ensure that they work cooperatively for and with different stakeholders and groups.
3. Manage the expectations and involvement of the project's stakeholders. Ensure that the stakeholders are aware, engaged and satisfied with the project.
4. Manage and resolve issues and risks which may impact the success of the project.

4.0 SCOPE OF WORK

In order to achieve the stated objectives of the assignment the Project Manager will be required to:

- Lead and direct the AOP consultancy, ensuring that the stated goals and objectives of the project are achieved within prescribed time frames and funding;
- Develop the project plan and timelines; participate in ongoing project planning activities to include project schedule development, resource allocation, issue prioritization, risk planning, and communication planning;
- Manage the procurement process ensuring that the most suitable firms are selected for the assignments
- Manage the Quality control process to ensure the efficacy of the final audits that are produced
- Liaise with MDAs that are being audited ensuring their compliance with the information needs and reporting obligations
- Identify and resolve obstacles/barriers to success and risks associated with project;
- Executes the communication plan to ensure key stakeholder awareness;
- Develop and implement stakeholder satisfaction tools for each component of the project to ensure stakeholder buy-in and satisfaction;
- Serves as the primary liaison between the project sponsor and the AuGD;
- Fosters an environment that results in team cohesiveness and motivation.

5.0 DELIVERABLES OF THE CONSULTANCY

	Main Deliverables	Description
1	An Inception Report	A comprehensive work plan within the first 15 working days detailing the approach to be followed.
2	18 Monthly Monitoring and Reporting	Reports outlining the activities carried out for the period, and proposed activities for the forthcoming month
3	A final report on assignment completion	Summarise work done, results achieved and proposals for next steps to be implemented by the GoJ.
4	Ad Hoc reports	Additional informal reports may be requested by stakeholders from time to time

6.0 CHARACTERISTICS OF THE CONSULTANCY

- Level of effort: Full time level of effort
- Duration of contract: Eighteen (18) months
- Location: Jamaica
- Type of Consultancy: Individual Consultant
- Type of contract: Lump sum payments

7.0 OFFICE ACCOMMODATION

The work will be carried out in Jamaica and be housed within the Auditor General's Department

8.0 REPORTING AND ACCOUNTABILITY

The Consultant will report to the Audit Principals in the AuGD

The Project Manager will be required to submit status reports on the work plan with any proposed changes at one month intervals up until the end of the assignment.

9.0 QUALIFICATION AND EXPERIENCE

- A minimum of a Bachelor's Degree in Finance and Management or related field;
- Five years' experience in an audit environment undertaking audit management responsibilities;
- Project Management Certification – PMP;
- Project management experience of similar scope (at least 2 major projects in past 10 years).