



Strategic Public Sector Transformation Project

TERMS OF REFERENCE

JAMAICA: STRATEGIC PUBLIC SECTOR TRANSFORMATION PROJECT (SPSTP)

Assignment Title: TECHNICAL ANALYST

I. BACKGROUND

The Government of Jamaica (GOJ) embarked on an Economic Reform Programme in 2013 that has as its major objectives the reduction of public debt to a sustainable trajectory and the achievement of sustained growth. In May 2013, International Funding Institutions (IFIs) agreed on a comprehensive package of assistance, comprising an IMF Extended Fund Facility (EFF), and financial support from the IDB and World Bank. The government continues to implement its economic reform programme, now supported by a three-year precautionary Stand-By Arrangement (SBA), approved by the Executive Board in November 2016. The government seeks to catalyze a positive cycle of growth and job creation with support from the private sector, improve citizen security while increasing support for the country's poorest citizens. To achieve these broad objectives, the government is re-orienting the budget composition toward growth-enhancing and social spending while progressively transforming the public sector to make it more efficient and effective.

The World Bank continues to provide support in the context of recognizing that reversing Jamaica's antecedent trajectory of low growth and high debt requires a wide range of deep reforms. The GOJ has embarked on a comprehensive and ambitious programme of fiscal adjustment and structural changes for which it has garnered national and international support. Complementing the IMF programme, the World Bank and IDB have coordinated their assistance around a range of key structural and institutional reforms aimed at laying the foundation for growth and competitiveness, and strengthening social protection, public sector management and resilience. Although the fiscal consolidation included in the programme will inevitably constrain growth outcomes in the short term, vigorous implementation of the reforms should help build conditions for economic recovery, growth and greater shared prosperity in the medium term (especially if accompanied by strategic

investments). The World Bank in consultation with the government of Jamaica has structured a programme concentrated in three thematic areas: (i) public sector modernization (ii) enabling environment for private sector growth and social climate resilience. The Bank provided a total financing envelop for this programme in the amount of US\$510m, to cover a series of Development Policy Operations (DPOs) and selective new investment operations focused on creating conditions for growth and resilience.

The Strategic Public Sector Transformation Project (SPSTP) forms part of the World Bank programme and the larger Economic Reform programme of the GOJ. The Project Development Objective is to strengthen public resource management and support selected public sector institutions in facilitating a more enabling environment for private sector growth.

Project Components

- Component I: Strengthening the Public Investment Management System
- 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 the Accountant General's Department.
- Component V: Fostering Industrial Growth and Trade Facilitation
- Component VI: Project Management

Component VI

This component will ensure adequate project management is in place for the implementation of the Project. More specifically, it will support Project management to: (i) carry out project audits, (ii) comply with financial management and procurement obligations under the project, (iii) monitor and evaluate project activities, (iv) provide training, and the acquisition of goods required thereof and finance operating costs. (See project overview at appendix 1)

Most of the activities to be supported by the project involve the provision of technical assistance through consulting services. A factor which has negatively impacted the project's

progress is a deficit of capacity within Ministries, Departments and Agencies (MDAs) to craft Terms of Reference (TORs), which are of sufficient quality to guide the work of consultants on studies to be funded by the project and ensure outputs of a desired standard. Significant time is spent by the PIU supporting MDAs in this task, contributing to implementation delays.

The increasing need to focus on contract management in addition to procurement, has further limited the capacity of the PIU to give sufficient attention to the elaboration of new TORs. The portfolio continues to expand with support being provided to the wider programme of Public Sector Transformation particularly in the areas Shared Human Resource and legal Services and the explicit inclusion of the National Compliance and Regulatory Agency as a beneficiary of the project.

The engagement of a technical expert to provide guidance and support in drafting of TORs is a mitigation strategy developed to reduce the cycle time of preparation of activities to enter procurement.

II. OBJECTIVES

The objective of this assignment is to: provide technical support to the PIU in the definition and design of studies, technical and analytical work to be funded under the SPSTP, by collaborating with MDAs in the preparation and costing of TORs.

III. SCOPE OF THE WORK

- i. Review the quality of past Terms of Reference prepared by the PIU and good practice TORs with a view to develop standard criteria for the preparation of TORs.
- ii. Review with the Project Manager and Procurement Specialist the templates, quality standards and requirements for TORs to support consulting services under the SPSTP
- iii. Effectively collaborate with responsible MDAs and the relevant Component Coordinator/ Lead Coordinating Agency (where applicable) in defining the scope of work to be undertaken and the TORs which will guide the consulting services required.
- iv. Assess existing draft TORs and make improvements based on agreed quality standards in consultation with sponsoring MDAs and the relevant Component Coordinator/ Lead Coordinating Agency
- v. Prepare TORs for an agreed list of new activities.
- vi. Obtain MDAs' approval of finalized TORs in collaboration with the relevant Component Coordinator/ Lead Coordinating Agency.

- vii. Submit finalized TORs to the relevant Component Coordinator/ Lead Coordinating Agency.
- viii. Prepare and submit along with the finalized TORs, detailed cost estimates including the underpinning assumptions.
- ix. Revise TORs as necessary following comments from the Project' approving entities, including the Component Technical Working Groups, Project Steering Committee and the World Bank.
- x. Delivery of a minimum of 5 training sessions on Terms of Reference (TOR) development for project implementing agencies.

IV. CONSULTANT PROFILE

The consultant should have:

- a. Post graduate degree in economics, management studies, public sector management or other relevant discipline.
- b. At least 5 years' experience working on development projects and development issues.
- c. Knowledge of the procurement requirements and procedures of International Development Partners, is important.
- d. Knowledge of public financial management, organizational change, trade facilitation or change management is desirable.
- e. Demonstrated experience with facilitation experience.
- f. Demonstrated experience with research & communication.
- g. Advanced writing skills and problem-solving capability is required.
- h. Effective communication skills.

V. REPORTING REQUIREMENTS AND TIME SCHEDULE FOR DELIVERABLES

Delivery	Minimum Content	Submission Date	Review Period	Payment %
# Finalized and Costed TORs	<ul style="list-style-type: none"> ▪ TORs in agreed template ▪ Cost estimates in an agreed template ▪ Letter of agreement from beneficiary MDA 	Monthly	10 business days	40% ¹
Monthly Reports	<ul style="list-style-type: none"> ▪ Short description of technical progress including problems encountered, 	Within 5 days of each month	10 business days	30% ²

¹ Divided according to the number of activities.

² Divided according to the number of months.

Delivery	Minimum Content	Submission Date	Review Period	Payment %
	<p>recommended mitigation measures and planned work for the next month.</p> <ul style="list-style-type: none"> ▪ Finalized and costed ToRs should be attached to each monthly report ▪ First monthly report should include an analysis of existing situation and work plan for the project. 	end		
Draft Final Report	<ul style="list-style-type: none"> ▪ Short description of achievements including problems encountered and recommendations and finalized templates. 	Month 5	10 business days	n/a
Final Report	<ul style="list-style-type: none"> ▪ Same as the Draft Final, incorporating comments received from the Supervisor of the Contract 	Within 1 week of receipt of comments	5 business days	30%

VI. CLIENT’S INPUT AND COUNTERPART PERSONNEL

The MoFPS will provide meeting rooms and associated equipment and materials for consultations as necessary.

The supervisor will be the Project Manager, Strategic Public Sector Transformation Project. The Supervisor will be responsible for approval of reports and invoices, after due consultation with the Lead Coordinating Agencies.

VII. OTHER SERVICES

Additional services for contract management may be necessary depending on the nature of the activity and the capacity of the MDA, through a follow on contract.

APPENDIX 1 – PROJECT OVERVIEW

Project Objectives

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.

Components

The program is structured in six components, briefly described in the following paragraphs. A full description of the components is found in the Project Appraisal Document. The specific project goals, performance indicators and means of verification are described in the Results Matrix presented in Annex 1 of this manual.

Component I. Strengthening the Public Investment Management System (PIMS)

The objective of this component is for the PSIP to incorporate public investment projects with estimated five-year operating and maintenance costs fully linked to long term development goals and medium-term priority areas.

This component will support the GOJ reform efforts through the following activities: (i) migration of the current web-based database to a robust platform to manage all information about public investment across the project cycle and linked to the budgeting and financial systems of the country (expected to be compiled into IFMIS); (ii) design and implementation of a public investment management training program for public sector; (iii) reviewing legislation and carrying out dissemination activities to integrate the PIMS with the administrative systems (including procurement and human resources); (iv) strengthening monitoring through Citizens Participation; (v) designing a fund for the funding of pre-investment financial and economic analysis and post-investment evaluations of the public investments; and (vi) provision of technical assistance for the implementation of the Public Financial Management Action Plan.

Component II. Strengthening the Budget Preparation Process and Results Based Budgeting (RBB)

The objective of this component is to link budgeting with government policy priorities through a gradual transition from annual expenditure planning to a medium-term results-based expenditure framework. effectiveness, and can be updated if needed at a later stage. This proposed process will be submitted to the Bank for its no objection.

Component III. Adaptive Public Sector Approaches to Promote Fiscal Sustainability

This component will support measures to institutionalize the process of behavioral change to support new policy processes and provide just-in-Time Technical Assistance (TA) to take into account ad hoc needs of the government and to effectively take advantage of opportunities of intervention when they arise, enabling to bridge policy and implementation gaps revealed in the course of project implementation.

Component IV. Modernizing of the Accountant General's Department

Provision of financing of payments under the Eligible Expenditure Program (EEP) in support of modernizing the AGD, in accordance with the provisions set forth in Section IV of Schedule 2 to this Agreement, including: (a) developing a conceptual model of the treasury single account, clarifying its scope, coverage and main operational processes; (b) reforming the organizational structure of AGD; (c) improving the central treasury management system's general ledger capabilities to provide the required level of controls and information; and (d) training to build the treasury's capacity in cash forecasting and management.

Component V. Fostering Industrial Growth and Trade Facilitation

The main objective of this thematic area is the development and implementation of an integrated border clearance process through an National Single Window mechanism in which Customs and the participating border agencies will eliminate sequential interventions/inspections and either conduct joint inspections or delegate discrete primary functions to Customs.

Component VI. Project Management

This component will ensure adequate Project management is in place for the implementation of the Project. The activities under this component will include: (i) carry out

Project audits; (ii) comply with the financial management and procurement obligations under the Project; (iii) monitor and evaluate Project activities; (iv) provide training, and the acquisition of goods required thereof and finance Operating Costs.

Executing Agency and Beneficiary

The executing agency will be the Ministry of Finance and the Public Service (MOFPS), and it will also be the main beneficiary of many of the activities proposed by this IPF. The Project Implementation Unit (PIU) that will be established within the MOF will be responsible for implementing the project. Institutional arrangements have been designed and an implementation support plan will be in place to ensure that if capacity problems arise, these will be addressed promptly. MOFPS will coordinate activities across other beneficiaries of the Project which are mainly executive agencies and divisions spread across Ministries. 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 that will be contributed by the Public Expenditure Division in MOFPS and the Planning Institute of Jamaica (PIOJ). 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 the Bureau of Standards of Jamaica and the National Regulator and Compliance Agency (NCRA) as well as other border agencies that may eventually also be supported by the project.