

TERMS OF REFERENCE

Technical Consultant

Project Title:	MIND Expansion and Upgrading Project
Functional Designation:	Technical Consultant
Executing Agency:	The Management Institute for National Development (MIND)
Duration of Assignment:	10 Weeks
Purpose of the Assignment:	The purpose of this assignment is to provide technical leadership and support to the Management Institute for National Development (MIND), and to work closely with identified stakeholders within the Jamaican public service, towards developing a Concept Note to allow for the expansion and upgrading of the Agency in support of its mandate and institutionalisation of the Public-Sector Learning Framework and establishment of the Public Sector Leadership Development Centre.

1. SERVICES REQUIRED

The Management Institute for National Development (MIND) in its capacity as the Government of Jamaica's Management Training and Public Sector Leadership Development Institute and the lead implementer for GoJ's Public Sector Learning Framework (PSLF) and Leadership Development Centre, requires the services of a Consultant (Individual or Firm) to undertake the effective and timely development of a **Project Concept Paper** for the **Expansion and Upgrading of the Agency**. This is with special emphasis on MIND's Physical and ICT Infrastructure and supporting Organizational Capacity and Capability to support its mandate, and towards implementation of the Public Sector Learning Framework (PSLF) and the establishment of a Public Sector Leadership Development Centre for Public Sector Transformation.

2. BACKGROUND

MIND was established on February 1, 1994, with a mandate and structure to amalgamate four independently operated training entities:

- Administrative Staff College (Norbrook)
- Finance and Accounts College of Training (Hope Road)
- Secretarial and Training College (Duke Street)
- Mandeville Outreach Training Centre

With this amalgamation, all of MIND's programmes were now housed under two of the then existing four locations, these being Hope Road and Mandeville. Additionally, in 1999, the Government of Jamaica's Public Sector Modernisation thrust resulted in a Cabinet decision to transform MIND into an Executive Agency of Government. With this new designation, MIND's strategic role and operations towards raising the level and profile of the human resource capacity of the public service to implement and fast track the sector's modernization programme and support Government's priorities, significantly increased.

Since 1999, the changes in the public sector's operational environment have been unprecedented, resulting in a concomitant positive shift in a number of areas of the Agency's business, including the emergence of new product lines and growth in existing ones. Consequently, the Agency currently leads and/or is involved in a number of major public sector projects, not limited to the establishment of a Public Sector Learning Framework (PSLF) and Leadership Development Centre (LDC), Organisational Development Consultancies, MINDReach, and major local and regional partnerships and collaborations.

Consequently, the Agency has had to become increasingly resourceful over the years in response to a growing need for adequate human resource capacity and capability, and physical space for satisfying classroom, social and administrative facilities, in response to its mandate to provide effective leadership development programmes and management training appropriate to all levels, and in line with the demands of a modern and competitive public service. The growing lack of adequate resources continue to threaten the levels of service, programmes and projects which have been planned for each strategic cycle, as the Agency extends and deepens its commitment to developing public sector human resource excellence and leadership.

The Government in its Cabinet Decision # 49/09, established its position in rationalizing the public service as a pathway to improved professionalism, effectiveness, efficiency, accountability and responsiveness to citizens' needs. Along with the establishment of the Public Sector Transformation and Modernisation Division, a strategic review of the GoJ Modernisation Plan led to the establishment of a new Strategic Human Resource Management (SHRM) **function with a mandate to provide** strategic direction through policies and frameworks that support the development and management of the Public Service through the recruitment and retention of competent and motivated public officers at all levels, capable of delivering efficient, effective and responsive services to the public. It is against this background that a **Public Sector Learning Framework Policy** was established by MIND with the support of key public sector stakeholders, and with the endorsement of the Cabinet Secretary.

The PSLF proposes a more systematic approach to whole-of-government human resource development, and serves as the GoJ's blueprint for building a culture of continuous learning and innovation within the public sector. It provides a coordinated approach to systematically map pathways towards building the required competencies and developing the necessary skill sets that will allow public officers to deliver the best value goods and services. Along with its overarching objective to provide a coherent policy structure for human resource development within the sector, so as to enable economic development and societal wellbeing through the delivery of efficient citizen services, the PSLF also seeks to:

1. Provide a coherent policy for human resource development within the sector.
2. Stimulate, guide and promote the development of a public sector that is genuinely committed to lifelong learning.
3. Build a culture of innovation among public officers for better business outcomes.
4. Enhance the human resource capabilities needed to support the fulfilment of Vision 2030 Jamaica: National Development Plan (NDP).
5. Develop a responsive public service, able to quickly adjust to the changing needs of government.
6. Integrate learning and development across the public sector.
7. Provide clarity and coherence to the matrices of learning focus areas across the different job levels in the public sector.
8. Provide high quality, relevant and standardized training within the public service.
9. Facilitate access, mobility and progression in learning and professional development paths within the sector.
10. Develop a source of evaluating or assessing investment in and impact of human resource development within the sector.

The implementation of the PSLF is being led by MIND, supported by a PSLF Programme Management Committee and governed by a PSLF Oversight Committee which is co-chaired by the Chief Executive Officer (CEO) of MIND and the Deputy Financial Secretary, Strategic Human Resource Management, Ministry of Finance and the Public Service. .

In order to achieve all that has been envisaged for public sector transformation, a more streamlined approach, which brings together on-going and new public sector leadership development initiatives, within a common infrastructure, with the appropriate delivery mechanisms and administrative linkages, is required. Consequently, the establishment of a Public Sector Leadership Development Centre is a critical element of the PSLF.

The model which has been developed for the MIND Leadership Development Centre, is underpinned by research conducted through an environmental scan of leadership development across the world and rigorous consultations with local public and private sector stakeholders. This research identified critical areas of leadership development programming (products and services), target audience identification, funding, required leadership development expertise, technology use and application, governance and staffing, partnerships and stakeholder engagement, as critical inputs for the successful establishment and sustainability of the Centre. While it is recognized that there is no single best international model for developing leaders, as each country has its unique considerations, the MIND Leadership Development Centre Strategy, Implementation and Engagement Plan, proposes a focus on collective leadership practice, underpinned by reflective thinking and strategic organizational alignment. The Centre will focus on impacting results at four levels:

- **Individual:** develop public sector leaders at all levels to become more self-aware and empowered to lead through the full exercise of their competencies to achieve change and deliver results.
- **Organisational:** develop a critical mass of leaders and by fostering leadership networks, the Centre will continue to help support the building of a public sector culture that fosters innovation and joined up government, generates commitment, and achieves sustainable results on both organisational, cross cutting/horizontal public sector priorities, as well as enterprise-wide initiatives.
- **National:** develop leadership that enables the public sector to collaborate with other sectors in order to maximize the

results that would have been achieved unilaterally. These results will support economic and social development, national and global competitiveness, increase productivity, improve development indices and instil greater national pride.

- **Regional:** Facilitate leadership development that will in the medium and long term, strengthen the leadership capacity of public service institutions within the English Speaking Caribbean, to improve the operations of government as a whole and support regional integration.

Consequently, the **Institutionalization of the Public Sector Learning Framework (PSLF)** and the **Establishment of the Public-sector Leadership Development Centre**, as identified in the Medium Term Socio- Economic Policy Framework and for which MIND leads in conjunction with Cabinet Office, have become greater imperatives for our Public Service, given the postulated whole-of-government approach to human resource management. The full integration of the PSLF and Leadership Development Centre into the Agency's operations to advance public sector transformation, require MIND's physical and ICT infrastructure to be simultaneously strengthened.

3. SCOPE OF WORK

Consulting with key stakeholders, the Consultant under the direct supervision of the CEO of MIND will be accountable for the following scope of work towards the development of a Concept Note for the upgrading and expansion of the Agency's Physical; and ICT infrastructure, he/she should:

- Articulate the implications of the PSLF implementation for MIND
- Within the context of the PSLF and LDC, validate the demand for the expanded physical facilities, upgraded ICT infrastructure and enhanced organisational capacity and capability.
- Prepare a Comparative Analysis on the organisational operations of allied international public sector learning Institutions
- Assess the major cost and benefits of the proposed expansion and upgrade of MIND in the context of the implementation of the PSLF and the establishment of the Public Sector Leadership Development Centre
- Provide possible options to meeting the physical expansion and ICT upgrading needs of MIND, within the context of the PSLF and LDC; thereafter identify the most feasible option and the rationale for the recommendation.
- Develop a Cost Estimate with breakdown of the main elements and the assumptions
- Provide an Analysis of Possible Funding Options
- Develop a Concept Note to include:
 - ✓ Details pertaining to the main components of the proposed project (possible location, structure inter alia)
 - ✓ Identification and discussion of main risks, including climate change risks and sustainability matters to be considered and addressed in priority ordering
 - ✓ Proposed project implementation schedule
 - ✓ Detail the key expertise and partners needed for the successful implementation of the project
 - ✓ Indicative Monitoring and Evaluation (M & E) Framework
 - ✓ Revised Organisational Structure with Enhanced Capacity and Capability to support the strategic focus and direction of the expanded and upgraded MIND.

4. KEY DELIVERABLES

MIND requires that the following standards be adhered to in the submission of documents:

- a) Use language appropriate for a non-technical audience;
- b) Be comprehensive, properly formatted and well presented;
- c) Identify reference and/or sources of data
- d) A draft of all key deliverables is to be submitted and presented to the MIND's Project Management Team
- e) All submissions must show evidence of consultation

The deliverables under this project are as specified in the table below and should be submitted in both printed and electronic formats.

	KEY DELIVERABLES	DEADLINES	WEIGHT (% of Contract Value)	STANDARDS FOR DELIVERY
1	Finalized Inception Report	Within 2 weeks of signing of contract	20%	The Report should include but not limited to: <ul style="list-style-type: none"> a. Work Plan b. Approach and Methodology c. Key Roles and Responsibilities d. Approach to Monitoring and Evaluating the Project e. Insights, Challenges and Recommendations f. Risk Management
2	Approved Concept Note	Within 8 weeks of signing of contract	70%	The Concept Note should meet all the applicable criteria specified by PIMSEC and any other attendant GoJ regulations and guidelines, while reflecting but not limited to: <ul style="list-style-type: none"> • Background • Implications of the PSLF Implementation for MIND • Comparative Analysis of Allied Public Sector Learning AND Development Institutions' Organisational Operations. • Validation of the demand for the expanded physical facilities and upgraded ICT infrastructure within the context of the PSLF Implementation and Establishment of the Public Sector Leadership Development Centre. • Identification & assessment of the options for achieving the strategic objectives or goals of MIND as the Public Sector's Learning and Development Institution. • Identification of costs and benefits of the most viable option(s) and an analysis of possible funding options. • Details pertaining to the main components of the proposed project option (possible location, structure inter alia). • Conduct a cost Benefit Analysis of Proposed Expansion and Upgrade of MIND in the Context of the PSLF Implementation and Establishment of the Public Sector Leadership Development Centre. • Identification and discussion of main risks and sustainable matters to be considered and addressed in priority ordering • Proposed Project Implementation Schedule • Details of key expertise and partners needed for the successful implementation of the project • Indicative M & E Framework • Revised Organisational Structure with Enhanced Capacity and Capability to support the strategic focus and direction of the expanded and upgraded MIND.
3	Approved PIMSEC Project Concept Summary	At the end of ninth week of signing of contract	10%	To be prepared based on the PIMSEC Template to be provided

5. QUALIFICATION OF THE CONSULTANTS

The Firm

- Over five years of demonstrated understanding and experience in the development and/or strengthening of Modern Public Sector Learning and Development institutions.
- Over five years demonstrated understanding and experience with the use of ICT within a Learning and Development Environment.

Key Technical Staff

Technical Specialist – Public Sector Learning and Development Specialist

- At least a Masters degree in Education/Training/Learning and Development
- Over 10 years experience and understanding of learning and development within adult education institutions
- At least five years experience in the strengthening of Modern Public Sector Learning and Development institutions or Corporate Learning and Development.
- Demonstrated Research Experience

Technical Specialist - ICT within a Learning and Development Environment

- A Masters degree in Management Information System, Engineering or related field.
- Over five years of relevant experience in ICT, Engineering or other related fields.
- At least three years of demonstrated understanding and experience with the use of ICT within a Learning and Development Environment.

Technical Specialist - Project Identification & Development

- At least a Masters degree in Development Economics, Planning or related field
- At least Seven (7) Years of demonstrated professional experience in project development and management for medium to large Scale Projects in similar fields or areas of the assignment.
- Proven Excellent Writing Skills
- Experience in Participatory Research
- Well-developed Interpersonal and Communication Skills and an ability to liaise with people from diverse socio/cultural backgrounds.

Technical Specialist – Organisational Development

- Post Graduate Degree in Organisational Development (OD) or related field.
- Over five years demonstrated OD experience in a complex and large scale system.

The engagement of personnel with local experience is strongly encouraged.

6. PROJECT MANAGEMENT AND ACCOUNTABILITY

All deliverables are considered approved when they are accepted by the Project Management Team and signed-off by MIND's CEO, based on the scope of work and the defined and agreed performance standards for delivery.

7. VARIATIONS

All proposed changes to the work plan and deliverables must be discussed and agreed with the CEO, MIND.

8. LOCATION, NATURE OF APPOINTMENT AND DURATION

The **Consulting Firm** will be contracted to work a total of forty-one (41) working days, over a period of ten (10) weeks, commencing at the signing of the contract. The Individual Consultant/Consulting Firm will operate from the MIND Kingston Campus, while in Jamaica.

ESTIMATED COST OF CONSULTANCY

ITEMS		PIEF (US\$)	MIND	TOTAL (US\$)
1	Consultancy Fees 41 days @900 per day	36,900.00		36,900.00
2	Consultant Air Fare – Two (2), return trips and inclusive of luggage	3,000.00		3,000.00
3	Per Diem @250 per day for 35 days	10,500.00		10,500.00
7	SUB- TOTAL	50,400.00		50,400.00
8	Contingency	5,600.00		5,600.00
9	Grand Total	56,000.00		56,000.00