



**MINISTRY OF FINANCE & THE PUBLIC SERVICE**

## **TERMS OF REFERENCE**

**BUSINESS ANALYST, JAMAICA INTEGRATED FINANCIAL  
MANAGEMENT INFORMATION SYSTEM (JIFMIS)**

**Strategic Public Sector Transformation Project: IBRD Loan No. – 8406- JM**



## 1. BACKGROUND

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The country is undergoing a comprehensive Public Financial Management (PFM) reform, aimed at modernizing its public financial management and administrative systems. This should result in a more efficient and effective use of funds to deliver services to the public. A proper working PFM system should enable the strategic allocation of resources, fiscal discipline and efficient and effective delivery of public services. The ongoing reform is taking place on the recommendations from recent Auditor General's reports that identified recurring breaches and weaknesses; less than favourable fiscal discipline scores from an international performance assessment, as well as key policy reforms outlined in Jamaica's agreement with the International Monetary Fund (IMF). Under the ongoing PFM transformation, the Finance Ministry is working to achieve a credible fiscal strategy and budget; accuracy and comprehensiveness in reporting; and transparency and accountability, which should lead to high performance and a sustainable macro-economic framework. Good PFM systems are not only central to the Ministry of Finance, it is also central to all MDAs. In its mandate to further institutionalize the principles of responsible fiscal management and to improve fiscal transparency and efficiency in financial management, the GoJ has undertaken several Public Financial Management (PFM) reforms by adopting a Fiscal Responsibility Framework (FRF) to:

- i) institute a Medium-Term Expenditure Framework (MTEF),
- ii) enhance debt management legislation,
- iii) establish a Central Treasury Management System (CTMS) and
- iv) improve fiscal governance.

## 2. INTRODUCTION

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The public expenditure process in the GoJ is currently managed using the CTMS which is the government's core financial management system. The CTMS has been deployed since 2004 and its modules have been developed in a piecemeal way to extend the CTMS's capabilities to conform to the growing demands of PFM reform. The ad-hoc approach in providing ICT support for government financial management has been costly and is hindering the pace of implementation of the government's ambitious PFM reform agenda. The information and communications technology (ICT) environment within which government financial systems function is changing rapidly with key stakeholders such as the Central Bank, commercial banks, Tax Administration Jamaica (TAJ), Jamaica Customs Agency (JCA), and some public bodies moving towards fully integrated Enterprise Resource Planning (ERP) solutions.

Though the CTMS has matured as a budget control and payment system, it may not be able to continue to leverage the fast-evolving technological developments in the ICT environment, to meet the growing needs for transparency and accountability of government towards its citizens.

The GoJ plans to extend the functionality of the CTMS by developing the Revenue Management Module (RMM), which will address the current deficiencies in revenue recording. As a first step towards the implementation of a government-wide JIFMIS, CTMS is being further enhanced to function in a web-based environment. The web-enhanced version of the CTMS will centralize the implementation of the current client-server FinMan budget execution application software used in MDAs. It will facilitate version management of the application software and the related look-up tables such as the Chart of Accounts. It will also provide a consolidated view of budget execution in a single centralized database.

The project will be implemented along the following tracks:

*i) Track 1 CTMS Development*

The objectives of this track are to address the current deficiencies in revenue recording; increase domestic revenue; as well as strengthen revenue policy and oversight of revenue collection; and improve the receipt and processing of payment requests from the MDAs. This will include the implementation of an upgraded version of the CTMS to a web-based environment without any additional functionality by March 2019 (*this has been achieved*). This will be followed *inter alia* by the introduction of consolidated financial reporting and automated bank reconciliation.

*ii) Track 2 Development and implementation of the JIFMIS*

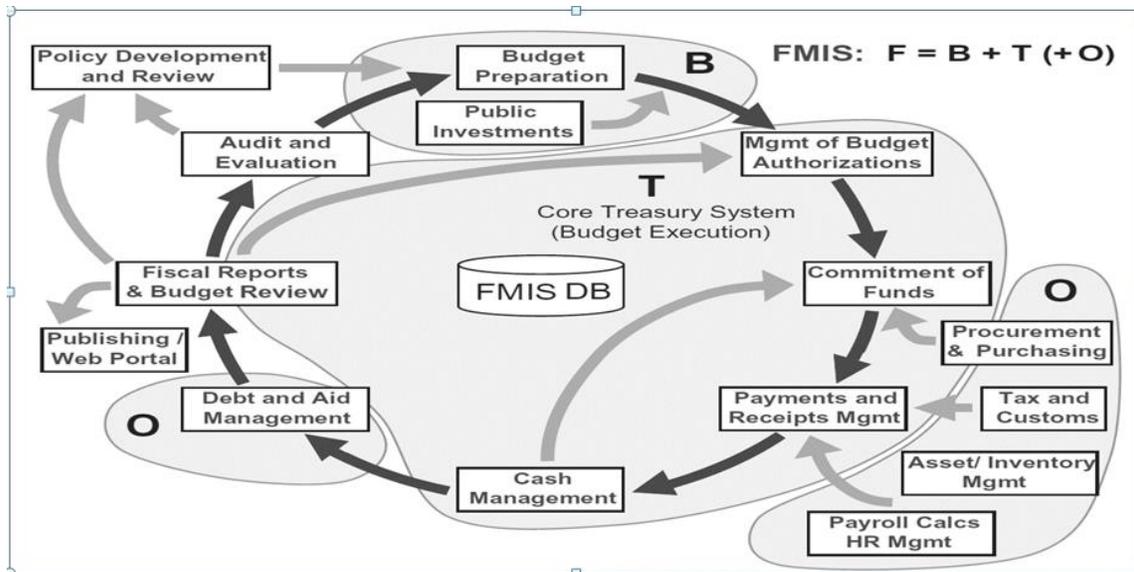
The objectives of this component are to enhance cash management, government accounting and reporting, debt management and improve revenue and expenditure forecasting by developing a solution to replace the GOJ's CTMS and integrating with other GoJ development projects that can be considered components of the JIFMIS, such as:

1. Budget Preparation and Management System (BPMS)
2. Government of Jamaica Electronic Procurement (GOJEP)
3. Revenue Administration Information System (RAiS)
4. Automated System for Customs Data (ASYCUDA) -
5. Human Capital Management Enterprise System (referred to as 'myHR+')
6. Commonwealth Secretariat Debt Recording and Management System (CS-DRMS)
7. Central Securities Depository (CSD)
8. Pension Earnings and Pension Administration System (PEPAS)
9. Asset Management and Inventory and Shared Services system
10. Public Investment Management Information System (PIMIS)

The data flow of the envisioned process of JIFMIS System<sup>1</sup> is described in the diagram below.

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<sup>1</sup> Jamaica Integrated Financial Management Information System (JIFMIS) conceptual design January 2015



The interface is expected to enhance cash management, debt management and improve revenue and expenditure forecasting.

### 2.1. Strategic Public Sector Transformation Project

The Project Development Objective (PDO) of the Strategic Public Sector Transformation Project 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 financed by a Grant of US\$2.64M from the Department for International Development (DFID) and a Loan of US\$35M from the International Bank for Reconstruction and Development (World Bank).

In implementing the Project, the Government intends to advance its administration to a level that is competitive at international standards. This is being done in order to achieve greater economic stimulation through efficiency in the Government's operations. The project will also have the benefit of improving service delivery to all Jamaicans, especially the most vulnerable and will benefit the private sector through greater ease and facilitation of business through a streamlined and accountable public sector.

The Project also has six components:

- 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: Modernizing the Accountant General's Department
- Component V: Fostering Industrial Growth and Trade Facilitation
- Component VI: Project Management

The project is designed under into two main thematic areas:

- (a) Reinforcing Fiscal Discipline and Revenue Enhancement; and
- (b) Public Sector Institutional strengthening to Remove Barriers that Impede Trade Facilitation.

The activities of this consultancy will be supported under the thematic area under

- (a) above and Component 3 of the Project.

### **3. OBJECTIVES OF THE ASSIGNMENT**

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The main objective for recruiting the Business Analyst is to communicate and provide clarity to stakeholders with respect to the requirements of the business processes, and making sense of these requirements in order to ensure that the end products will solve the *business* problem(s) at hand, and to more specifically support the successful implementation of the Jamaica Integrated Financial Management Information System (JIFMIS).

The Government of Jamaica (GoJ), represented by the Ministry of Finance and the Public Service (MOF&PS) (“Contracting Authority”) is seeking to engage a qualified individual (Consultant) as a **Business Analyst** to provide technical support in business analysis services during the design, development and implementation of the GoJ Integrated Financial Management Information System (JIFMIS).

The key deliverable will be an integrated financial management system that i) conforms to international best practices in government financial management information systems; ii) promotes sustainable public resource management, effective public service delivery, and open and accountable government and iii) ensures the optimization of the government’s ability to manage public funds by:

- providing a consolidated view of its operations including all assets, liabilities and investments.
- improving the quality and timeliness of financial data to monitor and improve the efficiency and transparency of government service delivery.
- facilitating the monitoring and evaluation of the fiscal responsibility framework.
- facilitating the implementation of monetary policy and cash management.

#### 4. SCOPE OF WORK

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The expert to be recruited will on a full-time basis work as part of the Project Implementation Unit (PIU) under the supervision of the Financial Management Advisor.

The Business Analyst's responsibilities shall include: -

- a) Work with the MOF&PS/Treasury, functional experts and other stakeholders to define and refine the future state of the Financial Management Environment that will be used to support the JIFMIS. This will include the validation of:
  - Chart of Accounts
  - Financial Accounting and Reporting Manuals and procedures
  - Cash Management Manuals and Procedures
  - Other supporting systems.
- b) Review and assess the current CTMS to determine the efficacy of the system and to develop the necessary protocols for migration to JIFMIS once established.
- c) Review current financial management processes and make recommendations for the re-engineering of key processes to effect greater efficiency and effectiveness in the government accounting and reporting function and in keeping with international standards ensuring that these requirements are incorporated in the final design of the JIFMIS.
- d) Support the preparation of a detailed description of the JIFMIS and reporting needs of the Treasury and line ministries to develop an appropriate application solution and recommend appropriate infrastructural (environment) requirements. This must include all re-engineered business processes.
- e) Broaden the specific business objectives of the Treasury to switch the focus from simply following established procedures, towards seeking procedures that will effect efficiencies that concentrate on time-reduction, with respect to reconciliation of accounting records, the provision of daily and monthly cash flow projections, reconciliation of accounts with the Central Bank, and the production of fiscal aggregates and financial reports in real-time;
- f) Support the development of a Systems Requirement Specification (SRS) which should detail:
  - functional requirements (e.g. what a product should do), including reporting templates
  - usability requirements
  - Technical requirements (e.g. security, network, platform, integration, client, etc.)
  - environmental requirements
  - support requirements
  - interaction requirements (e.g. how the product should work with other systems)

- g) Communicate and provide clarity to stakeholders with respect to the requirements of the business processes, and making sense of these requirements in order to ensure that the end products will solve the **business** problem(s) at hand;
- h) Provide technical support during the design, procurement, build, testing and implementation of all the modules on the JIFMIS application.
- i) Document the lessons learnt and challenges faced to provide a guide for future learning and knowledge management.
- j) Review Issues and risk management activities during the JIFMIS implementation, and identify outstanding unresolved issues.
- k) Any other activities required by the Financial Management Advisor.

## **5.0. METHODOLOGY**

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The JIFMIS Business Analyst is expected to use accepted practices for carrying out the assignment. It is expected that the JIFMIS Business Analyst will employ technical knowledge in the area of competence appropriate to the assignment, for the effective execution and knowledge transfer required under this assignment. The JIFMIS Business Analyst will submit deliverables as specified in these Terms of Reference. The JIFMIS Business Analyst will be expected to work collaboratively with the Treasury staff of the MOF&PS.

## **6.0. DELIVERABLES**

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The JIFMIS Business Analyst will be required to produce regular reports as follows:-

- a) Monthly Progress Report. The report should highlight planned activities for the month, activities undertaken during the month, reasons for failing to attain any planned activities not undertaken, constraints encountered, and recommendations for improvement and planned activities for the coming month. The monthly report must be submitted by the 5<sup>th</sup> day of the following month.
- b) End of Assignment Report [EAR].
- c) Any other reports as may be required from time to time by the Financial Management Advisor.

***All reports should be submitted in English.***

### ***6.1 “Reporting & Sign-off” Procedure***

The JIFMIS Business Analyst shall report directly to the JIFMIS Financial Management Advisor and will work closely with the Treasury staff, PIU team and Financial Management Advisor

(FMA). The FMA and the Component 3 Coordinator, will review and approve all deliverables produced, and sign-off will be done by the SPSTP Project Manager.

## **6.2 Variations**

Revisions to the TOR may be accommodated through mutual discussion and agreement with the JIFMIS Financial Management Advisor and and Component 3 Coordinator, as well as, the SPSTP Project Manager.

## **7.0. CHARACTERISTICS OF THE CONSULTANCY**

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- Level of effort: Full time level of effort for Twelve (12) months, with a possible extension to 36 months.
- Duration of contract: The Consultancy will begin September 2019
- Input from contractor: All relevant reports, documents, and data
- Location: Jamaica, office space, furniture, and access to computers and communication facilities will be provided by the MOF&PS
- Type of Consultancy: Individual.
- Type of contract: Lump sum.

## **10.0. CONDITIONS**

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1. The Consultant will be provided with the tools & resources to undertake this assignment; office space as necessary, will be provided by MOF&PS, as well as venues for meetings and or workshops. All materials and documents accessed during the conduct of this consultancy remains the property of the MOF&PS and is not authorized for use by the consultant for any other purpose than for the effective conduct of the assignment, unless expressly authorized in writing by the Financial Secretary. The JIFMIS Business Analyst will be responsible for all costs associated with
  - a. visits to stakeholders to perform the activities
  - b. accommodation
  - c. logistical support including transportation services required to carry out the assignment.

Hard copy and electronic versions of the reports/deliverables shall be submitted in accordance with the timeline established under this TOR.

## 11. KEY CONTACTS

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INTERNAL CONTACTS	EXTERNAL CONTACTS
<ul style="list-style-type: none"> <li>▪ JIFMIS Financial Management Advisor</li> <li>▪ Treasury Staff</li> <li>▪ PIU Team</li> <li>▪ Other Staff in the relevant Divisions of the MOF&amp;PS</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance &amp; Accounting staff in MDAs</li> <li>▪ Relevant staff in the Accountant General's Department and</li> </ul>

## 12. QUALIFICATIONS AND EXPERIENCE REQUIRED

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- At least a Bachelor's Degree in Computer Science, Information Systems, Accounting, Finance or related field with 5 years professional experience in those fields - in addition to the general professional experience required below;

### *General professional experience*

- At least 5 years of professional experience on IT projects with proven knowledge of the financial management information systems; Specific *professional experience*
- A minimum of 3 years of professional experience on ICT solutions for accounting-based business operations;
- Proven knowledge of the accounting systems in public administration;
- Proven knowledge and understanding of the methods, approaches and tools to reengineer business processes (from the “as is” state to “to be” state);
- Possess knowledge and understanding of the methods, approaches and tools used for business analysis;
- Possess knowledge and understanding in developing system requirements specification documentation;
- At least one (1) similar assignment within the last 5 years;
- Experience in project management and implementation.

### **Required Competencies:**

#### *Core*

- Ability to build and manage effective teams, and to lead across multiple assignments
- Ability to demonstrate commitment to efficient and effective service delivery and client-centred focus.

- Ability to forge useful partnerships with people across functions and organizations.
- Ability to promote and maintain enabling environments for open communication, creativity and innovation.
- Ability to work effectively on own initiative.
- Advanced critical thinking, problem solving and decision-making skills.
- Excellent negotiation and conflict management skills.
- Excellent strategic partnership and relationship skills.
- Fluency in English.
- Good communication and interpersonal skills.
- High adaptability and knowledge-sharing/learning capacity.
- High innovative thinking and ability to market new approaches.
- Strong customer orientation/client focus.

### *Technical*

- Excellent knowledge of institutional governance, operations and procedures.
- Proven proficiency in the use of Microsoft Office applications.
- Experience in ‘change management’ in large organizations.
- Experience in business process re-engineering.
- Transfer of knowledge, mentoring and training skills.
- Dynamic and proactive individual with the ability to produce technical work plans and monitor performance against them
- Strong track record in performance management (setting targets, monitoring delivery, planning)

## **13. EVALUATION CRITERIA**

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Qualification	10%
Relevant professional experience	25%
Experience working with ICT based accounting systems	25%
Demonstrated understanding of the Terms of Reference	25%
Approach to the assignment	15%