



**MINISTRY OF FINANCE & THE PUBLIC SERVICE**

## **TERMS OF REFERENCE**

### **FINANCIAL MANAGEMENT SPECIALISTS, 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***

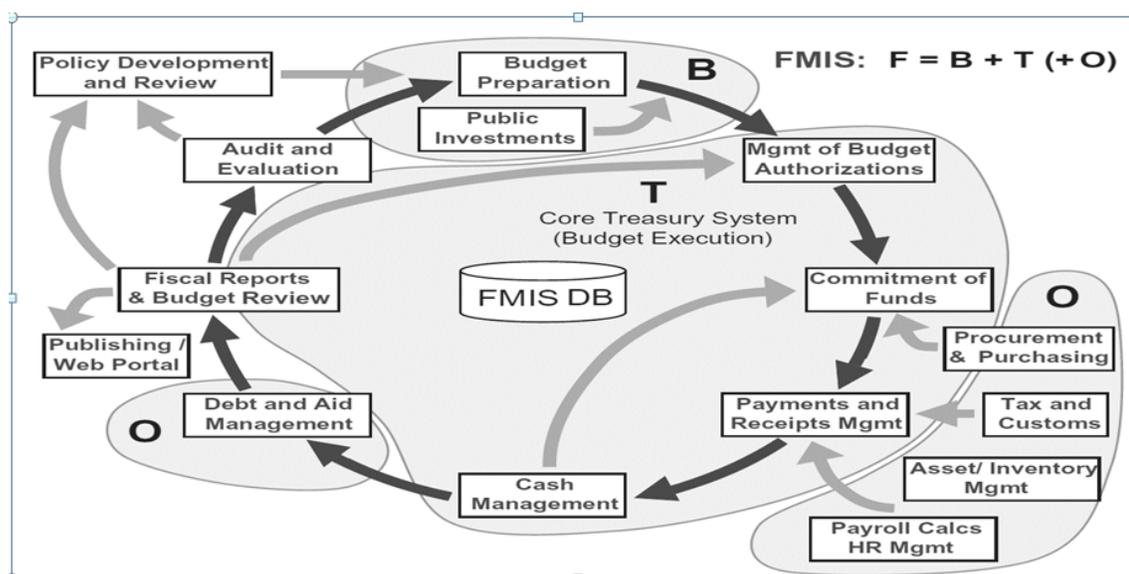
The objectives of this track are to address the current deficiencies in revenue recording; increase domestic revenue; as well as strengthen revenue policy and oversight of revenue collection; and improve the receipt and processing of payment requests from the MDAs. This will include the implementation 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.



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

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

- 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 recruitingg JIFMIS Financial Management Specialists is to complement the work of the Financial Management Advisor in providing financial management advisory services to support the successful implementation of the ongoing PFM Reforms within the Ministry of Finance and the Public Service, 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 3 (three) qualified individuals (Consultants) as **Financial Management Specialists** to provide financial management advisory services to support 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 experts to be recruited will on a full-time basis as part of the Project Implementation Unit (PIU) under the supervision of the JIFMIS Financial Management Advisor.

The Financial Management Specialists' responsibilities include: -

- i. Providing technical expertise in the reforms undertaken by the Accountant General's Office aimed at improving public sector accounting and financial management activities and resolving key accounting and financial management problems existent in GoJ. This will include temporary coverage of existing skills gaps in financial management and the development of accounting and financial management capacity. This will include (but not limited to) the provision of expertise in classification schemes/chart of accounts and streamlining cash management arrangements.
- ii. Providing technical expertise and assistance in the development and implementation of a change management strategy to create a culture of improved financial management.
- iii. Supervising and coordinating the work of the JIFMIS Accountants. This will also include mentoring the JIFMIS Accountants to hone their financial management skills and PFM ethical standards.
- iv. Carrying out business process reengineering, documentation, designing, solution testing and deployment activities pertaining to the implementation of a robust JIFMIS system within the GoJ.
- v. Ensuring that the JIFMIS application build complies with all internal and external solution design requirements including statutory requirements and industry best practice.
- vi. Ensure attainment of performance indicators tagged to the JIFMIS implementation. This will involve adhering to agreed budgets, work plans and timelines that are approved by the JIFMIS Steering Committee and advised by the JIFMIS Financial Management Advisor.
- vii. Assisting with the development, agreement and implementation of a data conversion and consolidation strategy for the JIFMIS modules. This will involve ensuring the integrity of data, reports and accounting procedures and treatment pertaining to the JIFMIS.

- viii. Assist in the identification of issues and problems in the JIFMIS application build and the finding of suitable solutions.
- ix. Under the guidance of the JIFMIS Financial Management Advisor, develop and implement strategies to harmonize the legal, regulatory and institutional framework for public sector financial management and any other procedural documentation required in supporting the JIFMIS implementation and operation.
- x. Ensuring that appropriate security and internal controls are implemented including all application and processing controls.
- xi. Throughout the duration of the Project, assisting the JIFMIS Financial Management Advisor to identify risks to the Project and the formulation of strategies to manage such risks.
- xii. Support the development and implementation of a comprehensive capacity building and training initiative in order to enhance professional competencies of the GoJ public sector accounting cadre through the provision of in-house and on the job training to eliminate the capacity/skills gaps.
- xiii. Carrying out any such other duties that will be assigned by the JIFMIS Financial Management Advisor and the Accountant General in line with the improvement of financial management for GoJ.

## **5.0. METHODOLOGY**

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The JIFMIS Financial Management Specialists are expected to use accepted practices for carrying out the assignment. It is expected that the JIFMIS Financial Management Specialists 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 Financial Management Specialists will submit deliverables as specified in these Terms of Reference. The JIFMIS Financial Management Specialists are expected to provide strategic oversight to the JIFMIS Accountants, staff at the Accountant General's Department and work collaboratively with other relevant staff of the PIU.

## **6.0. DELIVERABLES**

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As part of the schedule of duties, these positions will involve training and capacity building of Government counterpart staff and a significant amount of knowledge transfer during the course of implementation.

The Financial Management Specialist(s) 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 JIFMIS Financial Management Advisor.

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

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

The JIFMIS Financial Management Specialist(s) shall report directly to the JIFMIS Financial Management Advisor and will work closely with the PIU team and the MOF&PS Treasury and Financial Management Staff, and the staff of the Accountant General’s Department. The JIFMIS Financial Management Advisor and Project Manager as well as, 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 Advisor and Project Manager and Component 3 Coordinator, as well as, the SPSTP Project Manager.

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

- 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 Financial Management Specialist 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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<b>INTERNAL CONTACTS</b>	<b>EXTERNAL CONTACTS</b>
<ul style="list-style-type: none"><li>▪ JIFMIS Financial Management Advisor</li><li>▪ JIFMIS Project Manager</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, as required</li><li>▪ Relevant staff in the Accountant General's Department and</li></ul>

## **12. QUALIFICATIONS AND EXPERIENCE REQUIRED**

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- Professionally qualified accountant with current membership in a professional accounting body that is a member of the International Federation of Accountants (IFAC).
- At least 5 years' experience in accounting and financial management activities at senior management/advisory level.
- Knowledge and understanding of developments in International Public Sector Accounting Standards (IPSAS) and the IMF's Government Financial Statistics (GFS) reporting requirements.
- Sound knowledge of relevant ICT applications for Public Financial Management.

- Applicants must be Jamaica nationals.

## **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)