



**MINISTRY OF FINANCE AND PLANNING**  
**TRANSFORMATION PROGRAMME**  
**Communication Assistant**

**TERMS OF REFERENCE**

**1.0 BACKGROUND**

- 1.1 The Government of Jamaica (GOJ) charted in 2009 a path for national development and renewal which, inter alia, calls for the repositioning and transformation of the Public Sector to support the achievement of the National Outcomes delineated in *Vision 2030 Jamaica, the National Development Plan*.
- 1.2 Recognising the centrality of preserving a stable macroeconomic landscape as the fulcrum for sustainable national growth and development, the GOJ enunciated its commitments to ensuring that the macro and micro economies are poised to produce the conducive environment necessary to achieve *National Goal 3: Jamaica's Economy is Prosperous*, as indicated through the associated outcomes:
- *National Outcome #7 – A Stable Macro economy*
  - *National Outcome #8 – An Enabling Business Environment*
  - *National Outcome #9 – Strong Economic Infrastructure*
  - *National Outcome #10 – Energy Security and Efficiency*
  - *National Outcome #11 – A Technology-Enabled Society*
  - *National Outcome #12 – Internationally Competitive Industry Structures*
- 1.3 The GOJ, in agreement with key multi-lateral /bilateral agencies and development partners, has also developed the Economic Reform Programme (ERP), an initiative designed to reduce the national debt burden; promote fiscal discipline; increase revenue; improve efficiency in GOJ operations; and, the implementation of key reforms, namely in the public sector, pension administration and taxation.
- 1.4 The roll out of the ERP will, of necessity, be led and managed by the Ministry of Finance and Planning (MOFP). The Ministry has overall responsibility for developing the GOJ's economic policy framework, collecting and allocating public revenue, and playing an important role in the socio-economic development of the country, in creating a society in which each citizen has every prospect of a better quality of life. Further, the key components of the ERP include tax reform, public sector transformation, pension reform, debt management, central treasury management system, and corporate governance, all of which fall within the remit of the Ministry.
- 1.5 In December 2013, the MOFP completed a comprehensive Strategic Review. The review identified a number of important deficiencies that reduce the MOFP's effectiveness and efficiency to promote economic growth and development, including: (i) a centralized decision making structure exacerbated by an excessive number of direct reports to the Financial Secretary; (ii) a prevalent culture of silo thinking with weak coordination and consultation between divisions; (iii) resistance to change; (iv) emphasis on transactional bureaucratic processes over policy-making functions, (v) insufficient skills and competencies for required

tasks such as economic analysis and forecasting; (vi) prevalence of cumbersome processes; and (vii) unclear roles, duplication of tasks, and functions overlap.

- 1.6 The strategic review also provided a number of recommendations to address these deficiencies and improve the performance of the MOFP including: (i) revision of the vision and mission of the Ministry to focus on the creation of the environment for sustainable growth in Jamaica; (ii) organisational restructuring of the Ministry to better allow for the achievement of the above strategic objectives; and (iii) enhancement of work processes and systems. In addition, recommendations were put forward to address deficiencies identified with regards to: (a) *leadership and accountability*: implement Accountability Framework and increase focus on strategic management activities; (b) *decision-making structures*: reduce bottlenecks and increase responsiveness by reducing the number of reports to the Financial Secretary; (c) *people*: build capacity to ensure that critical activities can be performed; (d) *work processes*: carry out a business process reengineering exercise to eliminate duplications and overlap; and (e) *culture*: reduce degree of “silo-mentality” by establishing new units that merge common functions (e.g., monitoring) that are currently duplicated across units.
- 1.7 The MOFP recognizes the need to realign its organisational structure and machinery to improve the efficiency of its operational management and internal processes, and to strengthen its policy-making and implementation capacity. The MOFP therefore must be transformed to better facilitate sustainable growth in the national economy, effective regulation of the country’s financial institutions, and the cost-effective delivery of public services. As such, the Ministry has embarked on a three (3) year Transformation Programme.
- 1.8 The objectives of the Transformation Programme are to: (1) make the operations, machinery and internal processes of the MOFP more efficient; (2) improve the development and execution of policy associated with public fiscal management; (3) improve the policy making capacity and, in particular, strengthen institutional arrangements to analyse and formulate economic and fiscal policy; and, (4) develop the relevant organisation structure, culture and accountabilities required for sustained operations of the MOFP and execution of its strategic objectives.
- 1.9 The Transformation Programme has three (3) components that will:
  1. Re-organise the Ministry in line with the Value Chain Approach to enable the effecting of core responsibilities that can lead to strategic success;
  2. Build capacity within the MOFP to enable the transformation to a High Performing Organisation; and,
  3. Develop, implement and sustain supporting change and culture management programmes and initiatives to support renewal across the Ministry.

### **Component 1 - MOFP Re-organisation**

This component supports the Ministry's organisation restructuring. Main activities include:

- Develop a comprehensive three-year implementation plan for the MOFP Transformation Programme with assigned responsibilities, cost, timelines and milestones;
- Conduct a business process reengineering exercise to eliminate red tape, merge duplicating functions and eliminate redundant and unnecessary ones;

- Definition of functional profiles and job descriptions for the new structure;
- Implementation of HR transition strategy and plan to move MOFP staff from the old structure to the new one;
- Adoption of new MOFP organisation structure (i.e., organisational chart, staffing levels, operating procedures);
- Prepare procedures manuals to support new/improved business processes;
- Conduct space audit to inform the reallocation of staff work space based upon new organisation structure;
- Establish ICT Governance Framework to enhance systems management; and
- Develop Performance Management and Accountability Framework, including the development of Service Level Agreements with clients.

### **Component 2 - MOFP Competencies and Capacities**

This component provides a competency framework along with a robust capacity building programme to address skill and competency gaps. Activities include:

- Design and implement a competency framework for the Ministry;
- Carry out a comprehensive training needs assessment, followed by a training plan based on the needs assessment findings; and,
- Conduct training impact evaluations.

### **Component 3 - Change Management and Communication**

This component supports the transformation of the Ministry's organisational culture. It should also lead to an improved understanding of the needs and behaviour of employees transitioning within macro-level organisational change and to promote transformation programme activities across the MOFP. This will be executed in collaboration with an external change management consulting firm. Main activities include:

- Design and implement a change management and communication plan to mitigate re-organisation related risks;
- Apply behavioural insights to external business processes;
- Apply behavioural insights to internal business processes as part of the Transformation Programme, focusing on improving staff engagement, productivity and change management;
- Enhance capacity of MOFP staff to respond positively to change;
- Assure key stakeholders engagement throughout the MOFP transformation process.

1.10 To carry out its Transformation Programme, the MOFP will establish an implementation management structure with the following core elements:

- i) creation of a dedicated Programme Management Office (PMO), responsible for ensuring full implementation of the programme. The PMO will be comprised of both consultants and MOFP

staff who will provide the technical and advisory support to MOFP senior management for Programme implementation. The MOFP staff will work exclusively and on a full time basis in the PMO. The PMO will include:

- a. **PMO Director** - manage the day to day operations of the PMO and have primary and direct responsibility for components one (1) and two (2);
  - b. **Change Management consulting firm** - will have direct and primary responsibility for component three (3) which will design and implement a change management strategy and plan based on the application of behavioural economics, as well as the attendant communication plan;
  - c. **Project Technical Specialists** - provide the management analysis and organisational development functions including business process reviews and the development of job descriptions;
  - d. **Change Management and Culture Management Specialist** - assist in the implementation of the change management strategy and plan as well as the implementation of the communication plan;
  - e. **Portfolio Analyst** - provide the financial management and project management support required for the successful operation of the Programme, as well as assisting in financial reporting and performance updates to International Development Partners.
  - f. **Communication Assistant** - Provide communications support to the Programme Management Office guided by the Communications Plan and supporting the Change Specialist and PMO Director.
- ii) Establishment of a Transformation Steering Committee (TSC) to support and supervise the implementation of the programme. The TSC, chaired by the Financial Secretary and composed of key stakeholders, will ensure robust program governance, strategic direction and oversight.
- iii) designation of change leaders and change agents in every unit of the organisation, selected from the MOFP staff.

### 1.11 STRATEGIC PUBLIC SECTOR TRANSFORMATION PROJECT

This is a project that is financed through a loan from the World Bank and is being implemented by the Ministry of Finance and Planning. 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. The project has five(5) main components:

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| Component I.   | : Strengthening the Public Investment Management System (PIMS)                   |
| 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 Property Tax Compliance and Administration.                      |
| Component V.   | : Fostering Industrial Growth and Trade Facilitation                             |
| Component VI.  | : Project Management   |

### ***Component III. Adaptive Public Sector Approaches to Promote Fiscal Sustainability***

This component will support measures to institutionalize the process of behavioural 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.

## **2.0 NATURE AND DURATION OF ASSIGNMENT**

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- 2.1 The Ministry has embarked on implementing the accepted recommendations and various proposals arising from the 2013 Strategic Review along with recommendations from previous work done. To this end, the Ministry is seeking to secure the services of a **Communication Assistant** for a **period of two (2) years** with the potential for renewal based on satisfactory performance and the needs of the Programme.

## **3.0 SCOPE OF WORK**

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- 3.1 Reporting directly to the PMO Director and working closely with the Change Management Specialist, international change and culture management partners, other stakeholders and the other members of the PMO team, **the Communication Assistant** will support the development and implementation of the Communications Programme. The incumbent will create and implement strategies for the effective message delivery to the stakeholders within the MoFP. This will be done through the submission of monthly progress reports on activities conducted.
- 3.2 The Communications Assistant will perform the following duties:
1. Collaborate with Change & Culture Specialist and Behavioural Insights Team (BIT) to develop & deliver communications programme;
  2. Develop content for communications (posters/flyers/newsletters/pamphlets etc.) to be used by the PMO.
  3. Develop the concept for visual communications;
  4. Support change and culture management interventions with senior leadership and other relevant stakeholders to maintain morale and support for change;
  5. Support information sharing sessions/presentations pertaining to change management, team building and project planning and implementation.
  6. Provide appropriate briefing to enable informed decision making about the approach and direction of the Transformation Programme;
  7. Work closely with the Communications & PR Branch of the Ministry to ensure consistency and conformity with communications emanating from the PMO.

#### **4.0 QUALIFICATIONS/ EXPERIENCE**

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- Bachelor's degree in Media & Communications or other equivalent Social Sciences, Public Administration or related field from an accredited institution.
- Minimum of one (1) year's experience in the communications and public relations field.

#### **5.0 SPECIFIC KNOWLEDGE AND SKILLS**

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- Knowledge and experience in the design and execution of communications activities.
- Knowledge and experience in designing and producing print materials/ publications, developing briefings and other presentations, as well as producing material for the MOFP web site.
- Sound writing and verbal communications skills.
- Strong creative solutions orientation.
- Ability to think creatively on one's feet.
- Proficiency in the use of the relevant computer applications/software, such as Adobe Photoshop for web-based publishing, newsletters, photo captioning, etc.

#### **6.0 OFFICE ACCOMMODATION**

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The work will be carried out in Jamaica and be housed within the MOFP, Kingston Jamaica offices.