



# **TERMS OF REFERENCE**

***TENDER#:* TIU/2018/PEU/QCNI-018**

***PROJECT NAME:***

**GOJ Public Sector Transformation Programme | IADB JA-L1073 – Support to the Public Sector Transformation Programme**

***TITLE OF CONSULTING SERVICES:*  
Manager, Finance & Administration**

**Procuring Entity: Transformation Implementation Unit, Office of the Prime Minister**

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## **1.0 BACKGROUND**

The Government of Jamaica (GOJ) outlined a policy for Public Sector Transformation including the establishment of the Public Sector Transformation Implementation Unit (TIU) in January 2017 to spearhead implementation. The vision of a transformed public sector is a modern public service that is fair, values people, and delivers high quality services consistently.

The transformation programme is being funded by the Inter-American Development Bank (IDB) over six years and aims to address quality, cost, and efficiency of public services in Jamaica. The programme is being executed by the Office of the Prime Minister and has two main components: (1) Enhancing Quality of Public Services; and (2) Enhancing Efficiency in Public Spending.

The programme focuses on five critical areas of service delivery in the first phase. These include: (i) the introduction of shared corporate services (SCS) in eight operational areas; (ii) wage bill management to reduce the wage bill to GDP ratio to nine percent; (iii) human resource management (HRM) transformation; (iv) public sector efficiency and ICT; and (v) rationalisation of public bodies.

The challenges to be addressed are: (i) the underutilization of Information and Communication Technologies (ICT) across the public sector; (ii) cumbersome processes to access public services; (iii) a relatively large and expensive workforce; (iv) too many public bodies in existence and lack of adherence to the accountability framework; and (v) limited capacity to implement public sector reform initiatives.

## **2.0 ROLE SUMMARY**

In accordance with the procedures and obligations specified in the Loan Agreement and the Program Operations Manual, The Manager, Finance & Administration is responsible for providing leadership, coordination and guidance to the Finance & Administrative functions of the PSTIU through the efficient management of the administrative arm of the Project Executing Unit. The Manager, Finance & Administration is required to work closely with the Executive Director and the Programme Manager and will mainly:

- Provide leadership in the management of the PEU to enable efficiency and operating effectiveness;
- Ensure that close attention is paid to critical financial and administrative milestones and key deliverables and initiate appropriate and timely intervention where necessary to identify and mitigate constraints and potential bottlenecks to the smooth running of the Financial and Administrative functions; keep the Executive Director and the Executing Agency informed of any mitigating circumstances and propose remedies;
- Prepare and submit reports as required;
  - In co-ordination with the Programme Managers, liaise and coordinate activities with the stakeholders and or implementing Agencies and represent the interests of the administrative function of the PEU

## **3.0 SCOPE OF WORK**

The scope of the work to be performed by the Manager, Finance & Administration will include:

- Overseeing and ensuring that Financial and Administrative activities of the programme are being performed adequately, on schedule and in accordance with contractual agreements including, the respective Loan Agreement, and other relevant documents such as the Program Operational Manual.

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- Management of the financial and administrative functions of the PEU to enable efficiency and operating effectiveness by ensuring: The development and implementation of a planning and reporting framework in keeping with the requirements of the executing agency, GoJ and the bank.
  - Mechanisms are in place to support Procurement Planning, Procurement Management and Contract Monitoring of activities of the PSTIU,
  - Sound Human Resource (HR) practices are utilized in relation to the recruitment and welfare of persons in the Unit including the conduct of on-going evaluation of performance and feedback.
  - Proper documentation of the financial and administrative procedures and guidelines under the programme are prepared and maintained to support the needs of the programme for posterity.
  - Appropriate procedures are established and implemented for the inspection and monitoring of the work of consultants and contractors to validate that the products are satisfactorily delivered in compliance with the Terms of Engagement.
  - Coordination of the development and implementation of appropriate financial and accounting systems for the Programme to meet the requirements of the donor and the GoJ.
  - Effective and efficient mechanisms are in place to support accurate and transparent internal controls and management of programme resources
  - Development of procedures for regular review of financial performance against budget
  - Coordination of annual budget preparation for submission to MoFPS
  - Coordinate monthly preparation of Cash Flow request and expenditure reports
  - Coordinate management of Fixed Assets
  - Coordinate the audit process and oversee the execution of the audit of resources
  - PEU is adequately resourced to support optimal performance of officers
- Preparing and submitting reports through the Executive Director as agreed including:
    - Progress to date;
    - Issues encountered;
    - Assistance / Intervention required;
    - Recommendations;
    - Evaluation of supervisees.
  - Coordinating with the procurement specialist and procurement officers in the recruitment of consultants/contractors or suppliers.
  - Working with the Programme Manager to prepare for the hosting of key Program events such as:
    - Periodic portfolio review meetings between the Bank and the government
    - Supervision missions and program monitoring meetings
    - Inspection visits by the Bank to supervise the financial management and procurement operations including conducting of ex-post reviews
    - Mid-term evaluation
    - Final evaluation
    - The Project Completion Report (PCR).
    - Joint review missions by the Bank and other funding and/or supervising and implementation agencies as required
  - Performing any other duties that may be assigned by the Executive Director.

#### **4.0 OTHER REQUIREMENTS**

- A valid driver's license and owns a reliable motor vehicle;
- Willingness to work beyond normal working hours and on weekends, whenever the need arises.

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## 5.0 DELIVERABLES

- Annual Operational Plan.
- Reports, including annual audits.
- Performance assessments.
- Recruitment Procedures.

## 6.0 SUPERVISION

The Manager, Finance & Administration will report directly to the Executive Director and will manage the Finance, Procurement and Administrative members of the PEU. The Manager Finance and Administration will work in close coordination with the Programme Manager to ensure the effective delivery of the objectives of Public Sector Transformation.

## 7.0 EVALUATION

The Manager, Finance & Administration will be required to complete an annual evaluation, which shall be conducted at the end of each contract anniversary year. The evaluation will seek to establish the performance of the Manager, Finance & Administration over the period under review.

## 8.0 CHARACTERISTICS OF THE ASSIGNMENT

<b>Reporting Relationships:</b>	The consultant will report directly to the Executive Director TIU. All deliverables and/or reports will be reviewed and approved by the Executive Director.  The Manager, Finance & Administration will be required to liaise with Partners/ Agencies involved in the project as well as specialists within the IDB.
<b>Nature of the Assignment:</b>	The assignment is on purely contractual basis. The tenure will be co-terminus with the project duration. The contract will be two (2) years in the first instance and extended based on satisfactory performance.
<b>Level of effort:</b>	Full time level of effort of twenty-four (24) consecutive months operating normally within a professional office environment. Some additional hours may be necessary. This role routinely uses standard office equipment such as computers, phones, photocopiers, filing cabinets and fax machines.
<b>Duration of contract:</b>	Twenty-Four (24) (subject to renewal)
<b>Location:</b>	Kingston, Jamaica   Travel may be required to other Government entities within and outside the Kingston Metropolitan Area.
<b>Type of Consultancy:</b>	Individual
<b>Type of contract:</b>	Payments made in equal monthly instalments based on the delivery of monthly reports.

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## **9.0 MINIMUM QUALIFICATION AND EXPERIENCE**

The incumbent must meet the minimum required qualifications as detailed below or based on equivalency. Equivalency decisions are made on the basis of a combination of education and experience that would provide the required knowledge and abilities.

### **9.1 EDUCATION**

- Post graduate degree in Business Administration, Accounting; Public Administration; or any other relevant field from a recognized University,
- Must be a Chartered Certified Accountant
- Must have knowledge of financial management & procurement policies and procedures of multi-lateral financial institutions (e.g. the Inter-American Development Bank or World Bank) and Technical Cooperation Agreements, as well as good knowledge of the institutional, technical, and legal aspects of procurement.

### **9.2 EXPERIENCE**

- At least eight (8) years' experience managing the finance and administrative functions of a large multi-faceted project with International funding At least three (3) years' experience at the senior management level with projects of comparable or greater size and/or complexity
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- Knowledge of procurement policies and procedures of the Government of Jamaica and multi-lateral financial institutions.
- At least 5 years' experience working on projects three of which must have been on a large complex project with at least two sources of funding
- Proven track record of managing and working effectively within a multi-disciplinary team.

### **9.3 REQUIRED COMPETENCIES**

- Excellent knowledge of project management principles.
- Excellent knowledge of Public Sector Financial and Administrative Regulations.
- Ability to cope well under pressure and to meet deadlines.
- Excellent planning and organizing skills.
- Excellent leadership and management skills;
- Sound analytical and strategic thinking;
- Excellent negotiating and problem solving skills;
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- Strong customer orientation skills;
- Experience in working with international development cooperation agencies.

## **10.0 AUTHORITY TO:**

- Authorize project disbursements for project expenditure;
- Sign correspondence, and financial documents as assigned related to the project.