



MINISTRY OF FINANCE
Government of the Republic of Trinidad and Tobago
Project No: ICB No 1/ 2017

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TOR: Long Term Consultancy for implementing Budget reforms in the Ministry of Finance

1. BACKGROUND

The Government of the Republic of Trinidad and Tobago (GORTT) and the Inter –American Development Bank (IDB) are seeking to strengthen the financial management capacity of GORTT in order to (i) improve the efficiency of public expenditure; (ii) improve the alignment between resource allocation and the pursuit of Government’s main policy goals and (iii) provide for the improvement of the quality of service delivery to the population and greater accountability and efficiency of public expenditure. To this end the GORTT entered into a loan arrangement with the IDB (Loan No. TT-L1042).

The GORTT has also created a Public Financial Management Modernisation Unit (PFMMU), which is mandated to direct and manage the reform agenda for Public Financial management focusing on the areas of Treasury and Budget Reforms, the design and management of the Public Sector Investment Programme and the Internal Audit Function of Government ministries. The PFMMU is seeking the services of a long term Consultant/Advisor to implement the overall strategy to improve the efficiency of the preparation, presentation, and operation of the annual budget and support the process of the introduction of the IFMIS.

2. OBJECTIVES

The key objective to prepare the staff of the Budget Division for the introduction of an IFMIS, and the long-term Consultant/Advisor is expected to work with the respective IFMIS vendor to ensure that the budgeting categories and processes are accurately captured in the budgeting module of the IFMIS. The consultancy is expected to build on earlier diagnostic work and to provide technical leadership in reforming both the preparation and management systems associated with the preparation of the annual budget, through the introduction of a newly developed Chart of Accounts (CoA). In addition, it is expected to improve the business processes associated budget preparation, execution and reporting, particularly in respect to its operational relationship with the Treasury and another line ministries. The Consultancy is also expected to

enhance the capability of the staff engaged in the budgeting process in the Ministry of Finance and all other line ministries.

3. SCOPE OF WORK

The consultant in Budget Reform Strategy shall perform the following tasks;

1. Build and maintain positive working and professional relationships within all levels of the Budget Division of the Ministry of Finance, and the accounting units of other line ministries, to give credence to government's commitment to the process of budgetary reform and to serve as a readily available in-house source of technical advisory expertise, to address any technical concerns of the local staff about the reform process or programme.
2. To provide the professional services for the finalization of the User Manual and other guidance and instructions for new CoA.
3. Review the existing legislative framework, and to develop and finalize –if needed--draft regulations and instructions to support introduction of the new CoA.
4. Develop capacity plan for dissemination (newsletters, pamphlets, FAQ's, etc.) and capacity building (identification of trainers, target trainees, methodology, etc.) for new CoA.
5. Develop training materials to be used for implementing new CoA and train the trainer programmes to ensure continuity.
6. Supervise training (workshops, briefing sessions, etc.) on new CoA, to create a core of trainers within the Budget Division of the Ministry of Finance using the new CoA
7. Periodical update the training material based on feedback obtained from staff and develop a standardized training manual for distribution to existing line ministries;
8. Provide technical leadership in the initial solution configuration and functional testing of the selected IFMIS software as it is mapped to the new CoA.
9. Provide technical leadership to the core of trainers in the Budget Division as they are utilized to train staff in the other ministries on the new CoA.
10. Provide assistance to the Budget Division in finalizing improvements to “statutory” budget documents based on new CoA, and to review the planning, preparation and approval stages in the budget process, and to seek efficiencies that will improve process times in all areas.
11. Provide technical assistance to PFMMU for any ad hoc briefs , meetings or consultations on the new CoA and its impact
12. Provide technical assistance in select line ministries in carrying out ‘dry runs’ for budget preparation using new CoA.
13. Develop specific procedures on the updating and maintenance of CoA and support in periodic updating of the CoA.
14. Support the IT and functional team on CoA and budget classification matters during the pilot phase of IFMIS implementation (the development of test cases, functional review of configuration, etc.);
15. Identify key policy issues and priorities associated with the objectives of the consultancy, and where impediments to implementation are determined; evaluate alternative strategies and makes recommendations to the PFMMU. In this context the Consultant/ Advisor will report directly to the Chief Technical Advisor of the PFMMU, who in turn reports to the Permanent Secretary of the Ministry of Finance and the Economy. All efforts to

coordinate activities between and within Divisions in the Ministry of Finance and the Economy, and the Consultant/Advisor, will be processed through the PFMMU.

4. DURATION

The Consultant is expected to be based for the most part in Trinidad and Tobago, and is expected to deliver all the outputs of the consultancy within 24 months, with services being delivered via two individual contracts of 12 months each. Performance reviews will determine the extension/renewal of the contract.

5. MONITORING AND REPORTS

Upon assumption of the consultancy the consultant is expected to:

1. Prepare and submit an Inception Report, within one month, detailing the approach to be adopted to successfully implement and deliver the expected outputs. The report will reflect an implementation plan defining both the problems to be addressed and shall include a detailed work plan, inclusive of a road map with benchmarks, to measure progress, in meeting the objectives of the Consultancy. The Work Plan, once agreed upon with the PFMMU shall be used as the evaluation and monitoring framework for the operation of the consultancy.
2. Quarterly reports on the Consultant's work plan will be submitted to the PFMMU, covering objectives attained, setbacks encountered, and in the case of the latter remedial measures to be applied to ensure that expected outcomes will be met. Each quarterly reports shall also detail and outline the objectives of the following quarter.
3. Quarterly reports are expected on, or before, the 10th (working) day in the month following the end of the respective quarter.
4. The PFMMU will be required to provide feedback to the consultant, in writing, within 10 (working days) after receiving each quarterly report.

6. REQUIREMENTS

1. An International Consultant with a Master's Degree in economics, public policy, accountancy, or related field, with broad knowledge of development issues with at least 12 years of relevant hands-on experience in the field of budgetary and/or financial accounting operations, with a government, NGO, or international agency; or a Bachelor's Degree in the relevant academic fields noted above and 15 years relevant experience in the preparation and implementation of budgeting/accounting systems.
2. An established track record showing the ability to conceptualize, design and implement country or sector specific capacity building initiatives, and experience in advising clients on the design and implementation budgetary operations. Must have International experience on IFMIS implementation projects, particularly working in a multi-disciplinary, multi-ethnic and multicultural environment. The completion of similar work and in an English-speaking Caribbean Country will be an asset.
3. An established track record demonstrating the ability to design and organize and implement effective training courses.
4. The ability to generate innovative and creative solutions to problems that contribute to improving organizational effectiveness.

5. The ability to communicate effectively, in writing and orally and demonstrated evidence of the understanding of information systems and the application of new technology in financial management.

LONG TERM INDIVIDUAL CONSULTANT BUDGET REFORM SELECTION CRITERIA

1. Academic Qualifications (15 points)

- a. Post Graduate Degree (PhD level) in Social Sciences, Public Management or Administration, Public Policy, Public Finance, Economics, Business Administration, Business Informatics, Information Systems or Accountancy. **(15 points)**
- b. Post Graduate Degree (Masters Level) in Social Sciences, Public Management or Administration, Public Policy, Public Finance, Economics, Business Administration, Business Informatics, Information System or Accountancy. **(13 points)**
- c. First Degree (BA./BSc level) in Social Sciences, Public Management or Administration, Public Policy, Public Finance, Economics, Business Administration, Business Informatics, Information Systems or Accountancy. **(11points)**

2. Professional Qualifications (5 points)

Chartered Institute of Internal Auditors, Certified Internal Audit, ACCA, ACA, PMP Certification, PMI Certification, Association of Corporate Treasurers, Certified Information Technology Professional.

3. General Experience (GE) (20 points)

- a. In the area of preparation and implementation of public sector budgeting/accounting systems, assessments, reviews, and preparatory engagement in public sector reform programmes, IT or IS consulting. **(10 points)**
- b. Budget Consultant
 - i. Post Graduate degree+ min. 12 years experience. **(3 points)**
 - ii. Bachelor's degree and relevant professional experience of 15 years. **(2 points)**
- c. Experience in the Caribbean region in (a) above, (i) Region (ii) Trinidad. **(5 points)**

4. Specific Experience showing adequacy for the assignment (55 points)

- a. Experience in the design of a programme to foster, Budget reforms, associated with an IFMIS. **(15 points)**
- b. Experience in leading a team, or being the lead consultant, in the implementation of sector specific strategies in relevant areas such as budget reform, whether separately or as a precursor to an IFMIS. **(15 points)**
- c. Have been engaged in the design and or implementation of training programmes in the relevant areas of expertise such as budget reform and Chart of Accounts restructuring, and creation of GFS and IPSAS compliance budgetary systems. **(15 points)**

- d. Experience in the development of post-implementation operational issues such as the provision of training manuals, operational manuals/frameworks and revised work processes. (**10 points**)

Other Criteria (to show Adequacy for the Assignment) (5 points)

Evidence of work in a multi-cultural and multi-disciplinary environment such as a multi-national firm, Regional Development Organization, International Development Organization, Multilateral Lending agency, etc, specific to the implementation of reforms in public sector budgeting/accounting systems.

Minimum qualifying points: 85