

GOVERNMENT OF JAMAICA

INTEGRATED SOCIAL PROTECTION AND LABOUR PROJECT COMPONENT 4: MODERNIZING THE SCHOOL FEEDING PROGRAMME

TERMS OF REFERENCE

CONSULTANCY TO CONDUCT ANALYSIS OF THE SCHOOL FEEDING PROGRAMME WITHIN THE MINISTRY OF EDUCATION AND ITS AGENCIES LEADING TO RECOMMENDATIONS FOR STRUCTURAL AND PROGRAMMATIC HARMONIZATION

1.0 BACKGROUND

The School Feeding Programme (SFP) is one of the oldest and largest of the Government of Jamaica's Social Safety Net (SSN) Programmes and had its genesis from as far back as 1926. The SFP continues to be a fundamental part of the Government's welfare programme and is administered through the following arms of the Ministry:

- The School Feeding Unit (SFU) which administers the programme for primary and secondary schools in the public system and,
- The Early Childhood Commission (ECC) which administers the programme for Early Childhood Institutions (ECIs).
- In addition the Nutrition Products Limited (NPL) produces and distributes breakfast and lunch products to select schools in the education system, under the guidance of the School Feeding Unit (SFU)

The current organisation and administration of the SFP is operationally fragmented leading to challenges in managing the programme resulting in less than effective delivery of the programme. Additionally, resources available to the programme are fragmented in how it is disbursed and therefore is not effectively utilised. The Ministry has recognised the need for a more harmonised approach to how the SFP is administered so as to provide a more effective and efficient management structure of the programme. The Ministry is also in the process of being modernised in keeping with the thrust of government to separate its policy functions from operational matters. To this end the Ministry is desirous of conducting a review of the SFP and the institutional arrangements governing its administration so it is not splintered and fragmented

in its approach. The desired re-engineering of the institutional and programmatic arrangements is with a view to merging the functions of the various areas of the Ministry implementing the SFP into one entity for greater effectiveness.

2.0. CONSULTANCY OBJECTIVES

The general objective of this consultancy is to conduct an in-depth analysis of all the processes and activities relating to the SFP and determine the gaps and overlaps in how the functions are carried out under existing arrangements. The findings from the analysis should be used to make recommendations to strengthen the institutional arrangements of the SFP with a view to bringing all operational matters under one entity.

The specific objectives are to:

1. Document and analyse all processes in the entities involved in the SFP
2. Propose a model for governance and management of the SFP that reflects an efficient and harmonised arrangement of service provision
3. Conduct assessment of the adequacy of existing staff arrangements to determine the need for increased and or improved capacity
4. Propose a business model that would strengthen the School Feeding programme (structure, operations, finance)
5. Recommend an organisational structure which merges the functions of the various bodies now involved in programme execution that would be in keeping with the Ministry's modernisation programme and related policy guidelines.

3.0. SCOPE OF WORK

The objectives listed above broadly describe the expected outcomes of the Consultancy. The following are some of the specific tasks to be undertaken to achieve the objectives:

1. Conduct a thorough review of existing documents, reports and literature on school feeding programmes and policies to identify issues, gather current data as well as new and emerging trends and identify best practices.
2. Conduct consultations with stakeholders to obtain appropriate feedback on proposed policy direction

3. Conduct an analysis of all processes and entities related to the SFP
4. Identify and recommend how to strengthen the operations of the SFP (structure, operations, finance)
5. Conduct Job analysis and Skills Audit
6. Conduct space and facilities audit and make recommendations in relation to physical location from which a merged SFP would operate
7. Develop a functional profile, organizational structure and business model for a single entity to manage the operational arrangements for the delivery of the Ministry's SFP. The documents should detail the required staffing, competence framework, organisation structure, manpower requirements and governance arrangement of the new entity.
8. Determine Training needs and develop training plan for staff
9. Collaborate with the Ministry's modernisation programme in respect of staff transitioning
10. Develop a five year strategic plan to guide the operations of the new organization

4.0. DELIVERABLES

1. Detailed Work plan and Inception Report
2. Interim Reports consisting of:
 - a. Findings of Analysis
 - b. Skills Audit
 - c. Job Analysis
 - d. Training plan
 - e. Attendant recommendations
3. Functional profile, proposed structure and competence framework, and a business model for the new entity
4. A staff transition plan
5. Five year strategic plan

5.0. CHARACTERISTICS OF CONSULTANCY

Type of Consultancy: Individual

Duration: 3 months

Place of Work: Jamaica

Type of Contract: Lump sum contract. The contract amount includes all costs related to undertaking the Consultancy

Collaboration and consultations with key stakeholders is a requirement.

6.0. QUALIFICATION AND EXPERIENCE

The individual will be required to meet the following criteria in qualifications and experience:

- At least a Master's degree in Human Resource Development, public sector experience would be an asset.
- Minimum of five years consulting experience in the area of institutional analysis and re-engineering and transformation

7.0. SUPERVISION AND COORDINATION

The consultant will work under the supervision of the Component Coordinator, Integrated Social Protection and Labour Project, and in close collaboration with the DCEO – Schools Operations and the executive team of the School Feeding Programme of the MOE.

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