MINISTRY OF FINANCE AND THE PUBLIC SERVICE

TERMS OF REFERENCE

CONSULTANCY SERVICE
FOR:

Communications & Change Lead for the Establishment of the Information and Communication and Technology Authority (ENICTA)

For contracting the services of a Communications & Change Lead for the Establishment of the Information and Communication and Technology Authority (ENICTA) Transition

1.0. BACKGROUND

Jamaica's National Development Plan, VISION 2030, positions the Information and Communication Technology (ICT) sector as a pivotal element in Jamaica's transformation into a prosperous country. To this end, the GOJ articulated the "need for a holistic framework to guide the public sector's responsiveness to the needs of citizens through purposeful application of appropriate ICT solutions geared towards reducing unnecessary bureaucracy, driving efficiencies and improving service delivery"[1].

The GoJ is experiencing significant internal and external pressures on its business practices which need to be effectively supported by Information and Communications Technology ("ICT"). Consequently, the GoJ is making effort to change how it does business to achieve greater operational efficiencies. Simultaneously, the GoJ desires to improve service and performance levels within the existing budgetary and fiscal constraints. These efforts are being made within an environment of decentralized resources. The culture of the GoJ's transformation programme is highly predicated on the notion of separating the policy function in Ministries from the operational functions in the Agencies and Departments. *Support services functions*, and particularly ICT, are not efficiently optimised in an environment of decentralization, as is the case in the GoJ.

Progress within the GoJ towards its stated goals has been steady. Continued progress, however, is increasingly dependent on the timely availability of ICTs. An overall ICT transformation process, closely aligned with the government's business strategies and objectives is fundamental as it can significantly improve the likelihood that the required enabling ICT infrastructure, skills and systems are in place and operational.

The Blueprint Report, developed under the Ministry of Science & Technology (MST), involved extensive consultation and engagement with Executives and MIS Officers across GOJ's Ministries, Departments and Agencies (MDAs), as well as external stakeholders. It also incorporated international best practices and presents a high-level Road Map and Action Plan toward the realization of the GOJ's five-year, sustainable ICT Transformation Agenda. By

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[1] **Source:** The GOJ ICT Handbook

way of Cabinet Decision 28/16, in August 2016, approval was given for the Blueprint Report to provide an essential platform and be the enabler for the transformation of ICT within the Government of Jamaica. The Blueprint Report incorporates the principles of the established ICT Governance Framework previously approved by Cabinet and underscores the need for the ICT Council and Programme Portfolio Management Committee (PPMC) to address the priority initiatives for the GoJ that were arrived at during the MDA engagement as part of the ICT Transformation Process. ICT transformation within government is seen as a necessary element to drive transformation of the public sector by allowing for an improved governance framework for whole-of-government operations.

The benefits of ICT Governance are many. As the basis for delivering strategic ICT, it, inter alia:
➢ Creates organizational transparency and promotes responsible and accountable actions that enable ICT to effectively deliver against business goals.
➢ Fosters an integrated approach to the use of ICT that encourages whole of government collaboration and improves ICT cost control.
➢ Supports ICT in balancing technological advancement against business priorities and return on investment (ROI).

Cabinet has, in its approval of The Blueprint Report, expressed a clear mandate for a centralized ICT Governance philosophy to replace the existing decentralized and distributed model of ICT decision making by MDAs.   In order to effect this mandate approval has been given for the establishment of a new ICT Authority with a centralized shared service delivery model.

The Blueprint Report, provides a road map and action plan for the ICT transformation process. The ICT transformation process entails taking ICT from its existing "As Is" reality to the desired "To Be" state in an approximately five (5) year timeframe. The Report will guide the transformation of the GoJ's ICT for the third decade of the 21ˢᵗ Century.

2.0.   INTRODUCTION

2.1.   The GoJ is embarking on an ICT transformation process in an effort to improve services to citizens and businesses in Jamaica. It is recognised that currently there is no one organization that has full responsibility for ICT and related services, which results in a number of challenges including:

➢ Lack of a comprehensive and cohesive approach to solution acquisition, using economies of scale, which often result in the duplication of ICT solutions;
➢ Fragmented, costly and inefficient implementation of ICT solutions;

➢ Implementation by Ministries, Departments and Agencies ("MDAs") of non-integrated or inadequate solutions; and
➢ Slow response times and inefficiency.

Due to the foregoing challenges, the Cabinet approved the implementation of an ICT Governance Framework model involving, *inter alia*, the:
➢ Repositioning of Fiscal Services Limited, as eGov Jamaica Limited ("eGovJa") with primary responsibility for the implementation of GoJ wide ICT projects; and
➢ Contracting of a Chief Information Officer (CIO) to provide overarching technology vision and leadership.

The Office of the CIO ("OCIO"), which was established in April 2015, is tasked with providing:
➢ Technology vision and leadership in the development and implementation of the GoJ ICT strategies, policies, initiatives, projects and programmes; and
➢ Definition and oversight of Information Management practices, uses and outcomes for the management of GoJ's ICT infrastructure, systems, platforms and service delivery.

With a mandate to provide ICT services to the entire public sector of the GoJ, eGovJa was restructured to support critical business processes of government entities and to enhance the revenue collection capabilities of the government. The range and scope of the services provided by eGovJa have changed dramatically and the organization is now required to service a larger client base; however there has not been a commensurate increase in human and physical resources.

The Blueprint Report supports the creation of a new ICT Authority to bring the entire ICT function under one roof in phases; with the first phase involving the consolidation of eGovJa and the OCIO and an expansion thereof, into the new ICT Authority. The establishment of the new ICT Authority, will provide a single authoritative voice and will provide the framework to expand the range of ICT services required by the GoJ (data centre hosting, server support, private government clouds, databases etc.). The new organization will not only "keep the lights on," but provide better service and allow for more innovation. The ICT Authority will be headed by the CIO of the GoJ and will receive policy direction from the Ministry with portfolio responsibility for ICT.

The new ICT Authority will be required to, *inter alia*:
a) Provide highly skilled and motivated information technology professionals that share a commitment to excellence and quality customer service;
b) Maintain a clear understanding of the MDAs business services and needs;
c) Assist in developing technical solutions that meet business needs;

d) Ensure that the capacity required for supporting current and future enterprise needs is available;

e) Provide innovative solutions and process improvements using proven state-of-the-art technologies;

f) Deploy technology that protects individual privacy and provides adequate security to protect individual information as required by law; and

g) Identify and address emerging needs for mission critical solutions.

The GoJ has contracted PricewaterhouseCoopers Tax and Advisory Services Limited ("PwC") to assist in the repositioning/merger of eGovJa and the OCIO into the new ICT Authority. The project is being executed/managed by PwC Jamaica and is being supported by PwC USA and PwC India. Counterpart support to the Project is provided by the GoJ through a Project Implementation Unit, headed by a Project Manager. Project oversight is provided by a GoJ Project Steering Committee, which comprises key GoJ stakeholders.

THE STRATEGIC PUBLIC SECTOR TRANSFORMATION PROJECT (SPSTP)

2.2.   The **SPSTP** was designed to strengthen public resource management and support selected public sector institutions in facilitating a more enabling environment for growth. The project, funded by the World Bank, allows for the provision of technical assistance to address public sector transformation activities so as to achieve reforms of key institutions and overarching systems and processes such as ICT, in delivering on key outcomes so as to: (i) promote responsible and accountable actions that enable ICT to effectively deliver against business goals (ii) have an integrated approach to the use of ICT that encourages improved ICT cost control and (iii) balance technological advancement against business priorities and return on investment.

This assignment falls under Component 3(b) (ii) of the **SPSTP** and shall be executed in keeping with the procedures and operations manual for that project. The reporting of activities under the assignment shall be to the Technical Coordinator for Component 3 of the **SPSTP,** in collaboration with the Project Manager in the PIU.

3.0.   SERVICES REQUIRED

The SPSTP, in collaboration with the MST, is inviting proposals from qualified individuals to lead in the provision of Communications and Change Management support and advise relevant to the activities of the Transition Unit being put in place for the establishment of the New ICT Authority.

The Communication and Change Lead will report directly to the Executive Programme Lead and is expected to work closely with other team leads and consultants involved in the establishment

of the ICT Authority. The job will require knowledge of change management strategies and principles, the art of effective stakeholder communication so as to engender buy-in, involvement, commitment and culture change consequent on the establishment of the New ICT Authority.

4.0. OBJECTIVES

The objective of this assignment is to:

➢ Drive the execution of the communications and change management plan for the implementation phase of the transition to the new ICT Authority, building on the ground work developed through the awareness building phase of the communication activities.

5.0. SCOPE OF WORK

The Communications & Change Lead will be expected to:

1. Conduct a SWOT analysis of the elements of the communication function (People, Structure and Communication Tools), and conduct a critical assessment of the "As Is" working environment of the legacy entities so as to inform the communication strategy going forward;
2. Undertake a culture change survey within eGov and the OCIO to determine what strategies would be effective in communicating with stakeholders as well as guiding the change management strategy to be employed.
3. Using the results of the SWOT and the culture change survey develop the communication strategy;
4. Apply a structured methodology inclusive of analysis, design, planning and implementation incorporating findings from the culture survey and lead change management activities to support the transition;
5. Integrate the change management activities into project plan;
6. Design and administer capacity assessment instruments to manage change;
7. Design a capacity development plan to support the implementation of the change management strategy;
8. Design culture management interventions including risk mitigation measures geared at promoting the sustainability of the desired behaviours and mind-set;
9. Draft change and related communications content and coordinating supporting activities in partnership with the project team and related support organizations;
10. Promote change management at the organizational level by:
    a. Building awareness of the change management philosophy and its value;

b. Supporting, coaching and engaging leaders on change management opportunities;

c. Partnering with the Change Agent Network to support changes across the organization, and help build their change maturity through coaching and educational opportunities.

11. Ensure that appropriate information is communicated to the right stakeholders at the right time to facilitate buy-in, commitment, and adoption of the people, process, and technology changes that will be required to transition from the current to the future state;

12. Building and championing engaging and effective messages that "tell the story" about the who, what, when, and why of transformation.

13. Develop a monitoring and evaluation framework, inclusive of key performance indicators (KPIs) and the results measurement matrix for the change management and communications interventions;

14. Implement the change management strategy which should incorporate the communications strategy and plan to support the successful transitioning to the new centralized ICT Authority;

15. Identify resistance and analyse and develop strategies to mitigate;

16. Prepare and deliver recommendations for risk mitigation tactics to the project leadership team;

17. The communications modality should support change management initiatives and should be executed in collaboration with key stakeholders so as to treat with the critical elements that could affecting the ICT Authority, such as staff resource allocation, new culture, new terms of engagement and new reporting relationships; these tasks should be done in close collaboration with the HR Programme Lead;

18. Manage and direct all aspects of stakeholder communications to inform of the role and function of the ICT Authority across government and the public in general;

19. Develop and manage all media relations and public relations activities including social and print media, including developing appropriate messages and identifying the spokespersons;

20. Determine the communication processes, channels and tools to be used across the transformation/modernization programme;

21. Manage the sourcing and contracting with external third parties for the production of communication materials;

22. Manage third party suppliers and maintain effective contract control. This may include negotiation and management of issues that may arise with external agencies;

23. Support the Transition team with their communication to ensure coherence and consistency in message;

24. Manage assigned budget and resources;

25. Document performance standards to promote new cultural/behavioural values and attitudes;

26. Define and measure success metrics and monitor change progress;
27. Track and report issues to the project leadership team;
28. Support the project team leadership in the management of stakeholder relationships;
29. Consult and coach project team members, and the senior management of the legacy entities, other key stakeholders and sponsors in the MST on change management principles;
30. Prepare and present monthly status reports to the Executive Programme Lead inclusive of issues, obstacles, resistance and risk with recommendations to manage, resolve and or mitigate.

6.0   METHODOLOGY

The Communications & Change Lead will apply relevant Organisational Change Management ("OCM) and communications methods and tools to achieve desired outcomes. He/she is expected to use accepted and proven methodologies in the execution of the assignment, and will develop, and supply deliverables as specified in this Terms of Reference ("TOR").   The Communications & Change Lead will report directly to the Executive Programme Lead and will be expected to relate to stakeholders at all levels within the GoJ. The Executive Programme Lead, will coordinate the review and approval of all documents prepared by the Communications & Change Lead.

7.0   DELIVERABLES

The deliverables under this engagement are as specified in the table below. All documents submitted must conform to the following minimum standards:

a) should use language appropriate for the target audience, whether technical or non-technical;
b) should be comprehensive, properly formatted and well presented;
c) should be developed through a consultative process, ensuring feedback from key stakeholders.

The key deliverables under this engagement are as specified in the table below:

Key Deliverables	Performance Standard
1. Work schedule	Comprehensive overall project schedule detailing timeline for activities under this assignment; monthly slice of the work schedule to be submitted with reports.
2. Findings from the SWOT and Culture change survey	Comprehensive report on outputs from these activities detailing how it will inform strategy development for the communications and change management plans

Key Deliverables	Performance Standard
3. Change Management strategy & implementation plan	Detail report on approach, activity roll-out schedule, success measures, change strategy and capacity building activities related to the implementation of the plan
4. Communications strategy and implementation plan for the internal and external publics	Detailed report on strategies proposed, roll-out schedule, media plan and key messages, tools to be developed and budget
5. Project Progress Report	Project Performance reports submitted in agreed format and frequency as agreed by the Permanent Secretary, MST - in relation to activities outlined in the Communication Plan and Work plan, detailing: • the progress made during the period (i.e. planned vs. actual targets, etc.) • the proposed activities for the ensuing period; • risks, challenges, gaps, and recommendations for addressing them.
6. Budget and Cost Report	Budget developed and Project Cost reports submitted in format agreed by the Permanent Secretary, MST
7. Communication Assessment Report	A comprehensive report giving an assessment of effectiveness of the communications and change management strategy at intervals agreed with the Executive Team Lead
8. Monitoring & Evaluation (M&E) Framework	M&E Framework to address critical elements affecting the ENICTA project's change management & communications lines of action.

7.1 "Sign-off" Procedure

The Executive Programme Lead, will work with the Communications & Change Lead to ensure the deliverables align with the objectives of this assignment. The Executive Programme Lead, will review and authorise acceptance of all deliverables produced. Sign off for payment will be done by the Technical Coordinator, Component 3, subject to authorisation received from the EPL and PS, MST.

7.2. Variations

All proposed changes to the deliverables must be discussed with the team and approved by the Executive Programme Lead. Revisions to the TOR will be accommodated through mutual discussion and agreement with the Executive Programme Lead, the PS, MST and notified to the **Technical Coordinator Component 3, SPSTP**.

8.0   QUALIFICATIONS AND TECHNICAL EXPERTISE REQUIRED

The Communications & Change Lead will have demonstrated capability in the planning and execution of communication and change management related activities, as well as strategy development and stakeholder engagement. The Communications & Change Lead is expected to have a comprehensive awareness of industry best practices and methodologies, and the nature of the issues regarding ICT within the public sector.

The Communications & Change Lead will be expected to possess the following minimum qualifications, and demonstrate the following competencies:

- Minimum of a first Degree in Communication, Public Relations, Integrated Marketing & Communications or related field from an accredited institution;
- Eight (8) years' experience in public sector communication;
- Five (5) years' experience in Change Management
- Has conducted two (2) similar assignments over the last three (3) years
- Expertise with cultural and communication change management initiatives
- A solid understanding of communication principles and approaches;
- Experience and knowledge of change management principles and methodologies and the role of effective communication and stakeholder engagement in change management;
- Excellent communication skills;
- Able to work effectively at all levels in an organization;
- Strong negotiating skills;
- Experience with at least one large-scale organizational change effort;
- Advanced planning and organizational skills and analytical skills;
- Strong inter-personal and relationship building skills;
- Ability to work effectively as a team player in a dynamic environment;
- Familiarity with project management approaches, tools and phases of the project lifecycle;
- Proficiency in using the Microsoft Office Suite
- Proficiency in using social media platforms.
- Established media relationships and contacts

9.0   COMMENCEMENT DATE AND PERIOD OF EXECUTION

The Communications & Change Lead is expected to produce his/her deliverables under this assignment over two (2) year duration.

10.0   CHARACTERISTICS OF THE CONSULTANCY

Type of Consultancy:	Individual Consultant
Duration of Contract	24 months
Place of Work:	MST
Type of Contract:	Fixed Price Contract
Payment Responsibility	MOFPS, SPSTP
NB: The contract amount includes all costs related to undertaking the consultancy.	

11.0   CONDITIONS

The Communications and Change Lead will be provided with the tools & resources to undertake this assignment; office space as necessary, will be provided by MST, 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 MST 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 PS, MST. Travel as required under this assignment is authorized and should be included in the bid price.

Interested persons should forward their applications and curriculum vitae **NO LATER THAN February 22, 2019 to: -**

The Procurement Specialist

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