



TERMS OF REFERENCE

CONSULTANCY SERVICE

FOR:

The development of Change Management and Associated
Communication Strategies particularly for the ENICTA Project

Terms of Reference
To Assist ICT Jamaica with
the development of Change Management and Associated Communication Strategies
particularly for the ENICTA Project

1. SERVICES REQUIRED

The Office of the Chief Information Officer (CIO) of the Government of Jamaica seeks proposals from qualified firms (‘the Consultant’) to provide change management and communication expertise to assist Information Communication Technology (ICT) Jamaica with particular emphasis on the project to establish the New ICT Authority (ENICTA).

2. BACKGROUND

The Government of Jamaica (GoJ) is experiencing significant internal and external pressures on its business practices which need to be effectively supported by ICT. Internal pressures are managerial, operational and resource based (especially funding). The GoJ executive and management are making efforts to change how the GoJ does business to achieve greater operational efficiencies. Simultaneously, the GoJ wants to improve service and performance levels with existing or fewer human resources within the existing budgetary and fiscal constraints. These efforts are being made within an environment of decentralized resources. The culture of the government of Jamaica is highly predicated on the notion of separating the policy function in ministries from the operational function in the agencies and departments. *Support services functions* and particularly information and communication technologies (ICT) play very poorly in an environment of decentralization such as the case in the government of Jamaica.

Progress within the government of Jamaica towards its stated goals has been steady. Continued progress, however, is increasingly dependent on the timely availability of information and communication technologies. An overall ICT Transformation

Process, closely aligned with the government business strategies and objectives is fundamental. It can significantly improve the likelihood that the required enabling ICT infrastructure, skills and systems are in place and operational as required. The ICT Transformation process entails taking the ICT from its existing “As Is” reality to the desired “To Be” state in an approximately 5-year time frame.

The Blueprint report which provides a road map and action plan for the ICT transformation process has been approved by Cabinet Decision 28/16. It will guide the transformation of the Government of Jamaica ICT for the third decade of the 21st Century.

The GoJ is embarking on an Information and Communications Technology (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 challenges including:

- A. Lack of a comprehensive and cohesive approach to solution acquisition, using economies of scale, which often result in the duplication of ICT solutions;
- B. Fragmented, costly, and inefficient manner in which ICT solutions are implemented;
- C. Non-integrated or inadequate solutions being implemented by MDAs; and
- D. Slow response times and inefficiency within GOJ ICT.

Due to foregoing challenges the Cabinet approved the implementation of an ICT Governance Framework model involving, *inter alia*, the:

- A. Repositioning of Fiscal Services Limited, as eGov Jamaica Limited with primary responsibility for the implementation of GOJ wide ICT projects; and
- B. Contracting of a Chief Information Officer to provide overarching technology vision and leadership.

The Office of the CIO, which was established in April 2015, is tasked with providing:

- A. Technology vision and leadership in the development and implementation of the GOJ ICT strategies, policies, initiatives, projects and programmes; and
- B. 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, eGov Ja was restructured to support critical business processes of government entities and to enhance the revenue collection capabilities of the GoJ. The range and scope of the services provided by eGov Ja 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. Cabinet Decision 28/16 establishes a Road Map and an Action Plan for transformation of the entire ICT services for the GoJ. It places a front row centre position for eGov Ja to play in this transformation. This decision supports the creation of a new ICT Authority to bring the entire ICT function into one roof in stages/phases of which the first phase will involve the consolidation of eGov Ja and the Office of the CIO (“OCIO”) into the new ICT Authority.

The new ICT Authority that will be created will be an authority under the mandate of the MSET. The consolidation of the OCIO and eGov Ja into the new organization, 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.). This 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.

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 Ministries, Departments and Agencies (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.

To this end, the GoJ has contracted PricewaterhouseCoopers Tax and Advisory Services Limited (“PwC”) to assist in repositioning of eGov Ja and the OCIO into the new ICT Authority with responsibility for the delivery of ICT services to GoJ. The project is being executed by PwC Jamaica and is being supported by PwC USA and PwC India.

Project management is provided by PwC Jamaica with counterpart support from the GoJ through a Project Implementation Unit headed by a Project Manager. Project oversight is provided by a GoJ’s Project Steering Committee, which comprises key GoJ stakeholders.

3. OBJECTIVES

The essential objectives of this consulting assignment are:

- a) To develop a **detailed plan for managing the effects of organizational changes** necessary for a transformed ICT that will provide the kind of efficiencies and services that are required and needed by the citizens of Jamaica, and to work with change leaders to effectively include their input into the Change Management Plan
- b) To develop and implement jointly with other consultants (Price Waterhouse Cooper, PwC in particular) **an extensive communication framework to deal with** the critical and likely controversial transformation elements affecting the new ICT Authority

structure such as the ICT staff resource allocation and the reporting relationships through a judicious use of tried and proven techniques to minimize the negative perceptions that may materialize when the “To Be” picture is being put in place for implementation.

4. SCOPE OF WORK

The *scope* of work for this assignment involves the following components:

- a) The Consultant will provide definitive **road map for the change management** process with applicable gateways and timelines commensurate with the anticipated impacts of proposed organizational changes.
- b) The Consultant will review all previous documentation on the status and perception of ICT and develop a critical assessment of the “As Is” working environment of ICT in the GOJ.
- c) The Consultant will identify through a gap analysis the communication needs stemming from the above steps and recommend a framework for communicating the mitigating measures throughout the various levels of the GOJ organization
- d) The Consultant will make use of the **Blueprint report** as a guide for developing both the change management plan as well as the associated communication processes. The Consultant must also review previous work on the ICT Transformation Process inclusive of the Inception Report, the SWOT Analysis and the Expectation Analysis produced in the Transformation Process to develop a concise documentation of weaknesses and threats that are facing the ICT environment in Jamaica.
- e) The Consultant will highlight the opportunities for improvement of ICT Processes and Practices building on the strength of the ENICTA Project Team, the ENICTA Steering Committee and the executive support of the ICT Council and the PS Board as well as the political body.
- f) The consultant in concert with the Office of the CIO will develop and implement a **communication framework to deal with** the critical and likely controversial transformation elements affecting the new ICT Authority structure such as the ICT staff resource allocation and the reporting relationships through a judicious use of tried

and proven techniques to minimize the negative perceptions that may materialize when the “To Be” picture (ICT Authority) is being implemented.

- g) The Consultant will focus on the “silent majority” of stakeholders but also develop coaching and counselling approaches to deal with the “nay” components and establish proper gateways to deal with those staff that may not accept the Cabinet approved strategic direction. Obviously, the Consultant will leverage the support of those champions for change who are keen on the transformation and change as effectively as possible.
- h) A draft Final Report is expected that will highlight a before and after analysis and that will document lessons learned that can be used in the continuing change management process.
- i) The Consultant is expected to provide regular interim progress reports as directed by the CIO of Jamaica.
- j) The Office of the CIO and the ENICTA Steering Committee will provide guidance to the Consultant throughout the change management and communication process as well as provide direction for the documentation in the final report.
- k) Upon the establishment of the ICT Authority, the Consultant must ensure that a targeted marketing campaign is implemented to raise public awareness and build understanding of the new ICT Authority.
- l) The Consultant is required to execute and monitor the communication needs of ENICTA. The following provides a preliminary list of communication tools and strategies to market the establishment of the programme. This list is by no means exhaustive and may be further developed during execution.
 - Production and placement of Television Advertisements (3) 30-seconds
 - What is ICT and how will it work?
 - Dispelling myths and alleviating fears
 - Other topics to be decided
 - Production of informational videos (longer versions of television advertisements)
 - Production and placement of radio advertisements (2) 30- seconds
 - Production and placement of ICT Authority Jingle 30- seconds

- Develop and execute social media campaign
- Production of brochures, posters and other printed materials
- Write and distribute newsletters, feature articles
- Design and place newspapers ads, advertorials
- Organize media events, interviews, outside broadcasts, briefings, Think Tanks as is necessary
- Develop and procure posters, brochures, factsheets and other printed materials as required
- Develop and procure branding items such as banners and promotional items
- Plan and coordinate events to engage public on the ICT Authority
- Design and place advertising tools such as billboards
- Photography and videography of activities and events
- Design and creation of a website
- Produce monitoring reports with analytics to track programme effectiveness

5. METHODOLOGY

The Consulting firm, through key personnel, is expected to use accepted and proven change management and communication methodologies for carrying out the assignment. The firm should prepare a detailed methodology and work plan indicating how the objectives of the assignment will be achieved. The Consultant firm is expected to work closely with PwC and synchronize activities to complement each other.

The Consultant's **road map for the change management** will be translated into a work plan aided by Microsoft Projects showing the allocation of time to each of the key components of the project and detailed scheduling to support the methodology outlined.

The consultant will develop, and supply deliverables as specified in this TOR. The consultant, reporting to the CIO will be expected to relate to all levels within the GOJ.

The CIO will coordinate the review and approval of the documents prepared by the consultant.

6. DELIVERABLES

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

1. Follow the draft outline that is to be submitted to, and approved by the Project Team prior to the deliverable being formally submitted;
2. Use language appropriate for a non-technical audience;
3. Be comprehensive, properly formatted and well presented;
4. Provide justifications for all assumptions;
5. Be presented live to the ENICTA Steering Committee to allow for feedback and comments;
6. Final version of deliverable to incorporate Project Team feedback and be submitted in electronic editable format and two hard copies.

The table below outline the expected deliverables for each specialist area. The consulting firm may provide a master plan outlining how the overall project will be executed, or provide individual plans for each component.

Key Deliverables	Performance Standard
1. Work plan	Work plan submitted in agreed format
2. Gap Analysis Report	Gap Analysis Report completed in agreed format and timeline.
3. Road map for Change Management and	The Road Map would be in a flow chart format

Key Deliverables	Performance Standard
Communication	then translated into a Project Plan submitted in software application compatible with Microsoft Projects within agreed timeframe.
4. Bi-Monthly Interim Reports	Progress reports submitted in agreed format to the Office of the CIO.
5. Change Management Final Report	Change Management Report completed as per established format and timeframe.

6.1 “Sign-off” Procedure

The Project team for the ICT transformation programme and ENICTA will work with the Consultant to ensure the deliverables align with the objective of this assignment. It is also expected that the Consultant will present the deliverable to the Office of the CIO and the ENICTA Steering Committee.

6.2 Variations

All proposed changes to the work plan and deliverables must be discussed with the CIO, and where necessary will be submitted for approval to the ENICTA Steering Committee.

6.3 Schedule of Payment

Payments for the services will be specified in the Contract.

6.4 Project Management and Accountability

The Consultant will be accountable to the CIO. The ENICTA Steering Committee will have responsibility for the review and sign off key deliverables as listed in section 6. In addition to the execution of work outlined under section 4, the Consultant will also be required to submit reports on implementation progress. The Consultant’s Interim Progress Reports will contain, inter alia, the following:

- a) Overall progress made in the assignment with reference to the TOR, with special reference to progress made in the time period
- b) Difficulties, if any, encountered in carrying out the assignment and proposed solutions
- c) New areas and issues encountered and the proposed approach to dealing with them
- d) An update of the Work Plan and proposed changes, if any
- e) Proposed activities for the following bi- monthly time period
- f) All advice given within the period

7. QUALIFICATION AND TECHNICAL EXPERTISE REQUIRED

7.1 The Consulting Firm

The consulting firm will be expected to demonstrate the following competencies:

- a) At least 8 years of experience working with large organizations to deliver on similar scope.
- b) Should be able to provide evidence of the validity of experience and qualification, including work done for an IT organization.
- c) At least three years' experience working on IT Projects or in an IT Organization.

7.2 Key Skills/ Qualifications

Of key interest to the GOJ are the key personnel(s) assigned by the Consulting firm to the Project. Specific attention will be paid to the depth of expertise of these individual(s) and their presence and communication capabilities. The consultant will have the demonstrated capability directing Change Management and Communication projects successfully, as well as developing strategic initiatives for stakeholder engagement. The consultant is expected to have a comprehensive awareness of the nature of the issues regarding public sector management in general, and transformation to a new ICT Authority specifically.

Skills

The consulting firm will be expected to demonstrate that the key personnel(s) have the following skills:

- a) Ability to build strong relationships relevant to the development of the organization's profile and business
- b) Ability to evaluate and drive change across the business to translate business requirements into actionable plans and strategies
- c) Advanced level stakeholder, negotiation and conflict management skills
- d) Ability to work effectively in a complex environment involving rapidly changing priorities
- e) Ability to evaluate and drive change across the business to translate business requirements into actionable plans and strategies and, in turn to actual implementation
- f) Clear history of relationship building skills with clients
- g) Knowledge of change management, communication channel including social media, project management, control and reporting;
- h) Planning and organizational skills and analytical/logical capabilities
- i) The key person (project manager) from the Consulting firm must have excellent Strong interpersonal skills, maturity and good judgment and effective capacity to communicate with a diverse range of individuals and organizations.
- j) Ability to translate theory, and to tailor implements and embed best practices.

Qualifications

A primary and secondary resource should be identified to ensure project continuity if required.

The Adoption and Change Management Specialist/Consultant

Core Responsibilities

- a) Oversee and lead any change management projects, including the researching, implementation and assessment from start to finish
- b) Manage the communications and views internally
- c) Create and conduct the coaching and training sessions, including e-learning for various audiences, including customer management and leadership.
- d) Have an understanding of the objectives and being able to project these in the classes
- e) Ensure project goals are met and executed by working with numerous internal resources
- f) Mentor and support junior team members and assigning tasks where relevant
- g) Build long term relationship with both clients and colleagues
- h) Acknowledge and address any client issues and resolve these with the intent of exceeding the client's expectation
- i) Help with and lead any colleague engagement programmes to do with internal change management
- j) Identify suitable communication strategies and building on these, reviewing the plans and delivering reports to the executives

Required Expertise

Academic:

- a) Bachelor's degree in Business Administration or Human Resource Management or its equivalent.
- b) Project Management certification would be an advantage.

Experience, Knowledge and Skills:

- a) At least 3 years of professional experience in change management or business management consulting, education or related field expertise.
- b) Experience in the ICT industry highly preferable.
- c) Ability to demonstrate track record of effective communication with technical and business leaders at all levels within large enterprises.
- d) Excellent communication skills, strong organizational skills and attention to detail are essential.
- e) Knowledge of change management principles and methodologies

The Communications Specialist/Consultant

Core Responsibilities

- a) Ability to manage long-term communications projects, as well as quick turn-around assignments
- b) Ability to analyze business strategies and develop communications plans and programs to meet project needs.
- c) High-level verbal and written communications skills necessary to consult on communication planning with all management levels and to direct development of marketing materials with project team
- d) Must have the ability to prepare and deliver verbal presentations
- e) Demonstrated ability in financial services/retirement services marketing
- f) Operate well in a team environment and independently with minimal supervision required
- g) Ability to articulate complex situations simply and in an engaging style
- h) Outstanding project management skills and ability to deliver projects on schedule
- i) Advanced interpersonal skills, including conflict resolution, relationship building and negotiation

Required Expertise

Academic:

- a) Bachelor's degree in communications, public relations, marketing or journalism
- b) Project Management certification would be an advantage but not a requirement

Experience, Knowledge and Skills:

- a) Proven experience as a communications specialist.
- b) Experience in managing web design and content production is a plus.
- c) Experience in copywriting and editing.
- d) Solid understanding of project management principles.
- e) Working knowledge of MS Office; photo and video-editing software is an asset.
- f) Excellent communication (oral and written) facilitation and presentation skills.
- g) Outstanding organizational and planning abilities.
- h) Highly motivated, with the ability to work independently, meet deadlines and prioritize multiple tasks.
- i) Demonstrated management, interpersonal and networking skills; and
- j) Demonstrated ability to work within a multi-disciplinary and multi-cultural group.

8.0 COMMENCEMENT DATE AND PERIOD OF EXECUTION

The Consultant is expected to produce the deliverables under this assignment over (14) month duration, commencing by (October 2018) and submitting the final report no later than (December 2019). It is expected that in developing the work plan, the consultant will identify the number of consultancy days/months required to produce each deliverable.

9.0 NATURE OF THE ASSIGNMENT

Type of Consultancy:	Consulting Firm
Duration of Contract	14 months commencing 2018 October
Place of Work:	CIO's Office
Type of Contract:	Fixed Price Contract
Payment Responsibility	MOFPS Project Office
NB: The contract amount includes all costs related to undertaking the consultancy.	