



MINISTRY OF FINANCE AND THE PUBLIC SERVICE

TERMS OF REFERENCE

CONSULTANCY SERVICE

FOR:

Executive Programme Lead for the Establishment of the Information and Communication and Technology Authority (ENICTA) Transition

Terms of Reference

For contracting the services of an Executive Programme 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

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 offer services as Executive Programme Lead to provide leadership and management services to guide and advise on the relevant activities leading to the establishment of the New ICT Authority. The Executive Programme Lead (EPL) will report directly to the permanent Secretary, MST and functionally to the Technical Coordinator Component 3, **SPSTP**. The EPL

is expected to coordinate the activities of the project and provide oversight of the activities of the various programme leads resulting in the establishment of the ICT Authority.

4.0. OBJECTIVES

The objectives of this assignment are to:

- a) Lead in the establishment of the ICT Authority;
- b) Manage, plan, implement and monitor the transition of the OCIO and eGovJa to the new ICT Authority;
- c) Plan for any anticipated changes, implement changes as authorised and monitor the changes while mitigating any associated risk;
- d) Provide executive leadership, for the programme inclusive of managing, planning, implementing, budgeting and scheduling, as well as, monitoring activities related to the transition of the OCIO and eGovJa into the new ICT Authority over the of two (2) years period of the programme;
- e) Lead the transition team in the resolution of escalated issues and mitigation of risks;
- f) Ensure activities being executed are compliant with plans and are within budget and programme schedule;
- g) Provide technical and operational advice to the Ministry of Science and Technology (“MST”) to ensure the transition to and establishment of the ICT Authority;
- h) Review and assess incoming request for changes, consult with executives or experts about possible implications of the proposed changes and treat with the requests as appropriate;

5.0. SCOPE OF WORK

The Executive Programme Lead will be expected to:

- a) Lead the implementation of and transition process to the new ICT Authority
- b) Lead the process of merging the functions and the processes from existing institutions to the new ICT Authority and determine gaps (human resource, assets and systems) that would negatively impact the role and function of the ICT Authority and remedy
- c) Set performance standards with programme leads and monitor to ensure compliance;
- d) Oversee the functions and activities of subject matter leads in the areas of business process re-engineering, human resource development, legal reform, IT provisions and stakeholder communications;
- e) Ensure the implementation of effective change management strategies including defining in collaboration with legacy entities, the new culture, performance standards, customer service charter, business model and the re-engineered business process for the new ICT Authority;
- f) Act as liaison with the Technical Coordinator Component 3, SPSTP ensuring activities are executed in keeping operational standards of the SPSTP and are compliant with the conditions of the financing arrangement for that project;

- g) Provide strategic oversight of end-to-end programme delivery
- h) Manage stakeholder relationships and integration activities leading to defining the new culture, business model and business processes;
- i) Ensure the timely escalation of risks and issues that would adversely impact the establishment of the ICT Authority;
- j) Provide leadership to the transition team, and liaise with the PSTIU to manage dependencies and overlaps in implementation
- k) Employ the appropriate programme management principles in the leadership and management of the project
- l) Manage and guide the project's accounting and cost reporting arrangements
- m) Represent the project at strategic and operational meetings as required
- n) Coordinate all logistic arrangements related to the project
- o) Ensure an appropriate document management system is in place for the project
- p) Identify all required support services to efficiently carry-out the activities of the project and ensure their provision;
- q) Provide support to the HR Programme Lead in collaboration with MST in streamlining legacy arrangements for staff welfare, employment contracts and pension arrangements for staff of the entities to be transition to the ICT Authority;
- r) Collaborate as required with the Legal Advisor in resolving any issues related to legacy contracts, litigation or other legal impediments that could arise from the merging of the entities under the ICT Authority;
- s) Lead with support from the Legal Advisor and IT Programme Lead in identifying contracts executed by the MDAs and the associated spend patterns so as to define the scope of services for the ICT Authority;
- t) Build and maintain strong working relationship and communication with external stakeholders to facilitate smooth and effective delivery of projects
- u) Coordinate monthly review sessions with team/programme leads consolidating reports to inform the Permanent Secretary, MST and the Technical Coordinator Component 3, SPSTP on progress, issues, risks, change proposals and any other pertinent matter that could impact the establishment of the ICT Authority or the financing arrangement under the SPSTP.
- v) Undertake any other duties that may be assigned which are related and relevant to the establishment of the ICT Authority.

6.0. METHODOLOGY

The Executive Programme Lead is expected to use accepted and proven Programme Management and leadership practices for carrying out the assignment. The Executive Programme Lead will develop, and submit deliverables as specified in these Terms of Reference. The Executive Programme Lead will be expected to relate to stakeholders at all levels within the

GoJ. The Permanent Secretary, MST, will coordinate the review and approval of all documents and outputs prepared by the Executive Programme 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 a non-technical audience;
- b) should be comprehensive, properly formatted and well presented;
- c) should be developed through a consultative process, ensuring feedback from key stakeholders.

7.1 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. Project plan	Project plan developed that schedules and phase activities under the project within the planned two-year time frame
3. Project Progress Reports	Project Performance reports submitted in agreed format and frequency as agreed by the Permanent Secretary, MST
4. Budget and Cost Reports	Budget developed and Project Cost reports submitted in format agreed by the Technical Coordinator Component 3, SPSTP
5. Compliance requirements of the SPSTP identified and compliance reports submitted	Compliance reports as required and relevant to the project submitted to the Technical Coordinator Component 3, SPSTP in a timely manner
6. Dashboards for HR & Legal programme Leads developed	Dashboard submitted in agreed format as agreed by the Permanent Secretary, MST
7. Development, implementation and management of the end-to-end transition process as designed for the new ICT Authority	Transition process developed and implemented as per agreement with the Permanent Secretary, MST
8. Risk register developed	Procedure to identify, report, manage and or mitigate risks in place and monitoring system effective
9. Transition Team Development Initiatives	Project initiatives quality assured and monitored for compliance with requirements
10. Performance standards and indicators developed	Performance monitoring system developed and used to track performance on the project
11. Performance Evaluation Reports for Transition Team	Reports prepared in keeping with system established
12. Change reports, support services and resources for the effective execution of the project provided	Project adequately resourced to execute activities on time and within budget; all change request documented and authorised as agreed.
13. Reports as required	The Executive Programme Lead's Interim Progress

Key Deliverables	Performance Standard
	Reports will contain, <i>inter alia</i> , the following: <ol style="list-style-type: none"> a) Overall progress made in the assignment with reference to the TOR, with special reference to monthly progress made; 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 Transition Plan and proposed changes, if any; e) Proposed activities for the following month;

7.2 “Sign-off” Procedure

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

7.3 Variations

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

8.0. QUALIFICATIONS AND TECHNICAL EXPERTISE REQUIRED

The Executive Programme Lead will have business acumen and demonstrated capability directing major transformation projects successfully, as well as, strategy development and stakeholder engagement. The Executive Programme Lead is expected to have a comprehensive awareness of the nature of the issues regarding public sector management in general, and transformation specifically.

The Executive Programme Lead will be expected to possess the following minimum qualifications, and demonstrate the following competencies:

- a) Master’s degree in Business Administration, Management or other relevant discipline.
- b) PMP Certification is a plus

- c) A minimum of ten (10) years' experience in ICT, with five (5) years hands-on relevant experience in project management activities and or transition activities;
- d) Experience managing complex and challenging projects; leading project teams and/or sub-teams related to the delivery of large project solutions; managing resources to meet the needs of the business, understanding business strategy, and creating plans for implementing that strategy; change management.
- e) Experience with financial management and budgeting
- f) Demonstrated exposure to business theory, business process development, governance processes, management, strategic planning, budgeting, and administrative operations.
- g) Demonstrated experience as a Lead on a similar initiative/project;
- h) Proven experience in risk management and how to assess, identify, and manage risks, including the development of contingencies and mitigation plans.
- i) Sound understanding and knowledge of standard project management tools and techniques to schedule, plan and correct project performance
- j) Appreciation for and application of change management techniques
- k) Excellent verbal and written communication skills
- l) Experience engaging senior stakeholders and other executives with diverse and often competing perspectives and expectations.
- m) Strong analytical, problem solving and decision-making skills.
- n) Strong client-facing and teamwork skills;
- o) Must command strong presence
- p) Must be of high credibility

9.0. COMMENCEMENT DATE AND PERIOD OF EXECUTION

The Executive Programme Lead is expected to produce his/her deliverables under this assignment over a 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 Executive Programme 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: -**

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