



MINISTRY OF FINANCE AND THE PUBLIC SERVICE

TERMS OF REFERENCE

CONSULTANCY SERVICE

FOR:

**Information Technology Lead for the Establishment of the Information and Communication
and Technology Authority (ENICTA)**



Terms of Reference

For contracting the services of an Information Technology 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

¹ Source: The GOJ ICT Handbook

toward the realization of the GOJ's five-year, sustainable ICT Transformation Agenda. By 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 (“the Information Technology Lead”) to provide strategic technical oversight of the activities within the Transition Unit relevant to the establishment of the New ICT Authority. The Information Technology Lead will report directly to the Executive Programme Lead and will be expected to relate to stakeholders at all levels within the GoJ.

The Information Technology Lead is expected to have demonstrable competency in supporting and leading activities at a strategic level, related to the establishment of a government-wide ICT governance and regulatory body that will have system-wide authority for ICT within the GoJ. This will broadly involve, inter alia:

- Leading in identifying appropriate ICT solutions to enable the ICT Authority
- Supporting the development of the ICT Authority's business model and five-year strategic plan
- Identifying risks and determining the means for mitigation.

The Executive Programme Lead, will coordinate the review and approval of all documents prepared by the Information Technology Lead.

4.0. OBJECTIVES

The objectives of this assignment are to:

- a) Provide technical leadership in the identification and implementation of ICT solutions to support the ICT Authority
- b) Advise on the functionality, costs, benefits, and implementation requirements of ICT solutions in alignment with business needs
- c) Provide advice on ICT related activities and play a substantive role in overall technical and strategic planning
- d) Analyse business performance, industry trends, existing or new regulatory requirements and their impact on IT operations
- e) Ensure compliance with regional and international protocols and standards
- f) Make recommendations on alternative courses of action, including risk assessment, capital investment, and acquisitions needed to align IT strategy with agency strategic plan

5.0. SCOPE OF WORK

Specifically, the Information Technology Lead will be expected to:

- a) Provide strategic management in IT strategy formulation, IT strategic planning and execution, ICT process improvements, and communication of IT strategies and protocols to all stakeholders;
- b) Coordinate the development of technical and functional requirements and specifications for solutions and systems required for the ICT Authority to effectively operate;
- c) Develop project charter for the selection, design, development, testing and implementation of solutions required for the ICT Authority to effectively operate;
- d) Provide inputs for IT systems and networks ensuring the right architecture and functionalities exist to support the mandate of the ICT Authority;

- e) Provide architectural guidelines and principles that underpin the development of ICT capabilities in MDAs;
- f) Support the alignment of ICT within MDAs in line with their purpose and strategic organisational priorities;
- g) Develop guidelines to enable MDAs to maximise the value of ICT resources to provide increased efficiencies;
- h) Undertake process and systems assessments to identify and plan for any possible impact on key systems;
- i) Ensure the IT environment is fit for purpose and designed for agility and efficiency;
- j) Design standards as benchmarks for system compliance and risk identification and mitigation as appropriate;
- k) Provide advice on enhancing information technology systems to support the ICT Authority in increasing efficiency and improving processes, service delivery, customer relationships, and in an optimized ICT landscape;
- l) Support capacity building within the ICT Authority so as to ensure economic and other benefits are realised in all ICT investments, from project selection to implementation to ongoing management throughout the life cycle;
- m) Collaborate with the legacy-entities-in-transition in establishing performance measures that define the success of ICT projects and services;
- n) Provide strategic advice on creating technology roadmaps/plans for systems to be implemented;
- o) Develop resource management principles to include optimizing ICT resource capacity and performance while being able to forecast future needs, including the appropriate ICT staffing profile;
- p) Collaborate with the legacy-entities-in-transition in designing training manuals for users, and report templates for progress reporting;
- q) Review and update as necessary, in collaboration with the legacy-entities-in-transition, the GoJ ICT Handbook & Guidelines;
- r) Support the development of an effective communication and change management strategy to enable the promulgation of the GoJ ICT Handbook & Guidelines and the role and functions of the new ICT Authority.

6.0. METHODOLOGY

The Information Technology Lead is expected to apply ICT industry best practices in the execution of the assignment, ensuring the ICT Authority facilitates a structured and standardised ICT environment, capable of coordinating and regulating ICT across MDAs in an effective and

cost-efficient manner. The Information Technology Lead will develop, and submit deliverables as specified in these Terms of Reference.

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. Progress Report on ICT related undertakings	Performance reports submitted in agreed format and frequency as agreed by The Executive Programme Lead on all ICT related undertakings. This is to include at minimum: <ul style="list-style-type: none"> a) Overall progress made on the undertaking, with special reference to progress made in the month; b) Difficulties, if any, encountered in carrying out the undertaking and proposed solutions; c) Proposed activities for the following month;
3. Relevant ICT architecture designs and strategic plans and performance measures/benchmarks	ICT architecture footprints and strategic plan and results matrices with benchmarks (key performance indicators - KPIs) templates as appropriate
4. Technical and functional requirements, systems and specifications as detailed in the scope of works	Documents containing technical and functional requirements and systems and specifications for the ICT Authority to operate
5. Technology Roadmap	High-level, visual plan that communicates an organization's technology strategy submitted in agreed format and frequency as agreed by The Executive Programme Lead
6. Business Cases	Business plans for proposed ICT undertakings to be submitted in agreed format to the Executive Programme Lead
7. Project Plans	Project plans for ICT undertakings to be submitted in agreed format and frequency as agreed by the Executive

Key Deliverables	Performance Standard
	Programme Lead
8. Budget and Cost Report on ICT undertakings	Budget developed and Project Cost reports submitted in agreed format as agreed by the Executive Programme Lead
9. Risk Register	Risk Register maintained with identified technical risks and associated risk responses

7.1. “Sign-off” Procedure

The Executive Programme Lead (EPL), will work with the Information Technology Lead to ensure the deliverables align with the objectives of this assignment. The Executive Programme Lead, will review and authorise acceptance on all deliverables produced. Sign-off for payment will be done by the Technical Coordinator Component 3, **SPSTP** subject to acceptance by the EPL.

7.2. Variations

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

8.0. QUALIFICATIONS AND TECHNICAL EXPERTISE REQUIRED

The Information Technology Lead will have business and technical acumen and demonstrated capability in the planning and execution of ICT related activities, as well as strategy development and stakeholder engagement. The Information Technology Lead is expected to have a comprehensive awareness of industry best practices and the nature of the issues regarding technology within the public sector.

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

- MSc in IT or Engineering-related degree preferred
- Certifications in any related business or technical competencies.

- 8+ years’ experience enabling business through IT implementation, with growing responsibility to full enterprise IT Strategy.
- 2+ projects with hands-on development of an IT Strategy to establish a roadmap to achieve a target Technology or Enterprise Architecture state.
- Strong IT Strategy definition capability; able to express the methodology used to publish an enterprise roadmap to achieve incremental change and benefit.
- Strong best practice knowledge of at least two of the following domains: data, infrastructure, access channels, security, applications, and integration.
- Ability to articulate and defend recommendations made.
- Able to understand and practice sound strategic management techniques to get team work done within defined schedules and cost with the appropriate quality of scope delivered.
- Experience working well with C-level personnel.
- Must be of high credibility

9.0. COMMENCEMENT DATE AND PERIOD OF EXECUTION

The Information Technology 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 Information Technology 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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