

## **TERMS OF REFERENCE**

### **TO DEVELOP A PROTOCOL ON COMMUNICATING WITH STAKEHOLDERS AND THE MEDIA FOR THE BOARDS OF PUBLIC BODIES IN THE GOVERNMENT OF JAMAICA**

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#### **1.0 SERVICES REQUIRED**

The Government of Jamaica (GOJ) represented by the Public Enterprises Division (PED) of the Ministry of Finance and Planning, seeks proposals from competent consultants to develop a Protocol on Communicating with Stakeholders inclusive of the Media

#### **2.0 BACKGROUND**

The Revised Corporate Governance Framework for Public Bodies (CGF) 2012 has mandated that in order to assist Boards of Public Bodies in their Management of Stakeholder Communication and Relationships, inclusive of the Media, a protocol should be developed to enhance the overall accountability of the public sector. The protocol will facilitate a wider, inclusive and continuous process of stakeholder communication and engagement that can increase transparency and objectivity in the operations of the Public Bodies.

The CGF recognises that Public Bodies have a responsibility to communicate effectively and in a timely manner with their stakeholders which is necessary to build and maintain important relationships. The protocol will enable the Public Bodies to create key messages and talking points both internally and externally, engage with the media in a proactive manner.

#### **3.0 ASSIGNMENT OBJECTIVES**

The objective of this assignment is to develop a Protocol on Communicating with Stakeholder and the Media. The Protocol on communicating with Stakeholder and the Media should be aligned to the Communications Policy of the Government of Jamaica and will seek to establish the following:

- I. The key messages from the Public Body
- II. Designated spokespersons (Chairperson, CEO, Communication Officer) for the Public Body and the issues on which they should report internally and externally including the media, and when it is appropriate for which one to speak
- III. Primary contact person for stakeholders, analysts and the media
- IV. Guidelines for communication between the following persons:

- a. Chairperson & Minister (avoiding ‘no surprises’ when critical issues arise)
  - b. Chairperson & CEO
  - c. Chairperson & Staff
  - d. Board Members & Staff
  - e. Staff & the Media
- V. Process for identifying key stakeholders – internally & externally and determining what they need to know
  - VI. Methodologies for effective stakeholder engagement
  - VII. Clear accountability for stakeholder engagement and relationship management
  - VIII. Frequency of communication with stakeholders and the media – including social media and updating of website
  - IX. Channels for communication – appropriateness based on message
  - X. Feedback mechanism to determine effectiveness of communication and engagement of stakeholders
  - XI. Process for handling disputes internally and externally

#### **4.0 SCOPE OF WORK**

In keeping with the assignment objectives, the consultants will be required to specifically:

- a. Develop and determine the appropriate methodologies for establishing the Protocol on Communicating with Stakeholders including the Media:
  - i. Review Corporate Governance Framework for Public Bodies and other documents which provide guidance on the expectations in improving the governance of Boards
  - ii. Review available reports and conduct literature review on issues related to Communicating with Stakeholders inclusive of the media in Jamaica and internationally; identifying best practices in addressing similar issues;
  - iii. Develop appropriate consultation strategy to gather information that will inform the design of the Protocol.
- b. Document findings, analysis and recommendations, make presentation to the Implementation Oversight Committee and stakeholders, and incorporate feedback into final report.

- c. Develop Protocol on Stakeholder Communication including the media that will clearly identify the process for determining the key messages, spokespersons and stakeholders and the process of engagement.

## 5. METHODOLOGY

The Consultant is expected to use international standards and methodologies for developing the Protocol on Communicating with Stakeholders inclusive of the media. The assignment will examine all the Boards for which the PBMA is applicable. The Consultant should prepare a detailed methodology and work plan indicating how the objectives of the assignment will be achieved.

## 6. KNOWLEDGE TRANSFER

The approach to the assignment must be participative, and technical Proposals must contain details of the consultant’s ability to respond to this policy requirement. It is expected that the Consultant/Firm will involve the relevant project team and departmental staff in all phases of the assignment so as to secure ‘buy-in’ and knowledge of the methodologies used in the development of the instruments.

## 7. DELIVERABLES

### 7.1 Minimum Standards for Deliverables

The deliverables under this project are as specified in the table below and should be submitted in both hard copy (2) and electronic editable format. Ministry of Finance & Planning document submission Standards:

- a) use language appropriate for a non-technical audience;
- b) be comprehensive, properly formatted and well presented;
- c) provide justifications
- d) a draft outline is to be submitted and presented to the Implementation Oversight Committee and approved prior to the final deliverable being submitted.
- e) all submissions must show evidence of Consultation.

#	Key Deliverables	Standard for Delivery
1.	Inception Report, Project Implementation Plan and Consultation Strategy	An Inception report which outlines a clear understanding of the requirement of the Corporate Governance Framework in relation to Protocol on Communicating with Stakeholders including the Media. The Plan should include a strategy for stakeholder engagement that applies the guidelines of the

#	Key Deliverables	Standard for Delivery
		<p>Public Sector Consultation Code.</p> <p>Work plan in Gant Chart format that include tasks, duration, and start and finish dates and resources.</p> <p>These should be submitted <b>10 days</b> after the signing of the contract</p>
2.	Research Methodology & Tools	<p>A report documenting the methodology used and the tools developed for the Protocol on Communicating with Stakeholders inclusive of the media.</p> <p>This should be submitted <b>20 days</b> after the signing of the contract</p>
3.	Report with findings from assessment and research on Stakeholder Communication.	<p>A Report detailing the findings from the research and consultation with key stakeholders on the Protocol Communicating with Stakeholders.</p> <p>These should be submitted <b>40 days</b> after the signing of the contract.</p>
4.	Presentation to the Implementation Steering Committee on findings from the assessment	<p>PowerPoint presentation to the Implementation Oversight Committee on the findings and recommendations from the assessment which will outline details to the responses received from the research methodology used.</p> <p>These should be submitted <b>50 days</b> after the signing of the contract</p>
5	Final Report and all consultancy materials related to the Protocol on Communicating with Stakeholders	<p>Report that fully outlines the Communication Protocol for Public Bodies in relation to their Stakeholders inclusive of the Media.</p> <p>All materials developed and acquired during the Consultancy should be submitted along with the report.</p> <p>These should be submitted <b>65 days</b> after the signing of the contract</p>

## 7.2 “Sign-off” procedure

The Implementation Oversight Committee will have responsibility for the review of deliverables and quality control of the consultancy. Deliverables will be considered approved when they are accepted by the Implementation Oversight Committee and the Project Manager, PED, and signed-off by the Deputy Financial Secretary, PED based on the defined and agreed performance standards for delivery.

### **7.3 Variations**

All proposed changes to the work plan and deliverables must be discussed with the Project Manager, PED and the Unit Director, PED and where necessary, will be submitted for approval to the Implementation Oversight Committee. Where such changes are not considered minor, they will have to be further authorised by the Deputy Financial Secretary, PED.

### **7.4 Project Management and Accountability**

In addition to the execution of work outlined under the section 4, the Consultant will also be required to submit reports on implementation progress.

The Consultant will be required to submit status reports on the work plan with any proposed changes at one month intervals up until the end of the consultancy. The Consultant's (**Firm**) 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 month;
- 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 month;
- f) All advice given within the period.

## **8. TECHNICAL EXPERTISE REQUIRED**

The Consultant will have the demonstrated capability of developing Communication Protocols and Corporate Social Responsibility Frameworks for Boards in the Private and Public Sectors. The Consultant will be expected to reside in Jamaica for the period of time during the project.

The Consultant will be required to provide evidence of successfully completing similar work and have the following minimum qualifications:

- i) Graduate Degree in Communication Studies with a working knowledge of Stakeholder Engagement.

- ii) A minimum of five years' experience working in the areas of Communication with an understanding of Stakeholder Relationship and Engagement, with at least two major projects of similar scope successfully implemented within the last five years;
- iii) Demonstrated experience in analysing and developing Communication Protocols for Public Sector Bodies over the past five years.

## **9. LOCATION AND SUPPORT**

The Ministry of Finance and Planning, Public Enterprises Division will assist in facilitating access to information and to managerial/technical personnel as needed to enable the Consultant to undertake the assignment as outlined in this TOR, and will provide such other assistance as may be reasonably required.

Some travel will be required to visit the relevant stakeholders. The Consultant will therefore be expected to arrange transportation and accommodation, and to make adequate provision in the Financial Proposal.

The Consultant will provide her/his own computer, printer and mobile telephone and will make provision for office consumables such as paper, cartridge and other stationery.

## **10. COMMENCEMENT DATE AND PERIOD OF EXECUTION**

The Consultant must be prepared to complete the assignment within **70-day** period commencing by **October 1, 2015** and submitting the final report no later than **February 15, 2016**.

## APPENDIX 1

### Evaluation Criteria for Scoring TECHNICAL PROPOSALS

<b>Evaluation Criteria</b>	<b>Maximum Points</b>
<b>1. Specific experience of Expert for the assignment</b> Demonstrated capacity in successfully conducting assignments of a similar nature and scope	<b>35</b>
<p><i>1.1. Experience in designing Communication Protocols in the Public &amp; Private Sectors within the last 10 years</i></p> <p><i>1.1.1. Three or more related projects in designing Communication Protocols (15)</i></p> <p><i>1.1.2. At least two related projects in designing Communication Protocols (10)</i></p> <p><i>1.1.3 At least one related project (5)</i></p>	<i>15</i>
<p><i>1.2. Ten years' or more experience working with Public or Private Sector Governing Boards (15)</i></p> <p><i>-between five and nine years' experience working with Public or Private Sector Governing Boards (10)</i></p> <p><i>-between two and four years' experience working with Public Sector Governing Boards (5)</i></p>	<i>15</i>
<p><i>1.3. Adequacy of samples of research/writing:</i></p> <p><i>Document technically sound (3)</i></p> <p><i>Document is understandable to non-technical readers (2)</i></p>	<i>5</i>
<b>2. Adequacy of the proposed work plan and methodology in responding to the TOR</b>	<b>40</b>
<i>2.1 Methodology reflects a clear understanding of the assignment and suitably responds to each element of the scope of work</i>	<i>30</i>
<i>2.2 Work plan allows for the effective completion of the assignment in the required timeframe</i>	<i>10</i>
<b>3. Highest Level of academic training, and professional qualifications</b>	<b>15</b>
<p><i>3.1 Graduate level in Communication Studies with an understanding of Stakeholder Relationship and Engagement, (15); or</i></p> <p><i>-Graduate level in other area of study (10)</i></p>	<i>15</i>
<b>4. Professional References</b>	<b>10</b>
<p>4.1 Professional references which indicate successful completion of similar work (Provide contact information for 2 references)</p> <p>1. Projects completed within time (5)</p> <p>2. Work submitted meet the assignment goals(5)</p>	
<b>Total points</b>	<b>100</b>