



**MINISTRY OF SCIENCE, ENERGY AND TECHNOLOGY**

## **TERMS OF REFERENCE**

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### **CONSULTANCY SERVICE**

**FOR:**

**Change Management Specialist for the Establishment of the Information and  
Communication and Technology Authority (ENICTA) Transition**

## Terms of Reference

### For contracting the services of a Change Management Specialist 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"<sup>1</sup>.

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, Energy & Technology (MSET), involved extensive consultation and engagement with

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<sup>1</sup> Source: The GOJ ICT Handbook

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 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 21<sup>st</sup> Century.

## 2. 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.

### 3. SERVICES REQUIRED

To provide change management and associated expertise to assist with the implementation activities for the ICT Authority (ENICTA Project).

### 4. OBJECTIVES

The essential objectives of this consulting assignment are:

- a) To develop and execute a **detailed plan for managing the effects of organizational changes** necessary to facilitate the transformation to an effective and efficient ICT Authority.
- b) To recommend **associated change communications messages** that informs and engages the impacted stakeholders of ICT Authority.

### 5. SCOPE OF WORK

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

- a) The Consultant will develop and implement a definitive framework and **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 in concert with the Office of the CIO will develop and implement **a plan 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.

- d) 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.
- e) The Consultant is expected to analyse the existing organisational culture to determine issues, motivational triggers, potential risks and strategies to effect culture change, and develop a culture change strategies;
- f) The Consultant is expected to provide regular interim progress reports as directed by the CIO of Jamaica.
- g) The Consultant will assess the impact of the change and develops mitigating strategies.
- h) The Consultant will monitor and measure the change process using success metrics.
- i) The Consultant will identify and manage anticipated resistance.
- j) The Consultant will integrate change management strategies across all areas of the plan.
- k) The Consultant will track and report issues
- l) The Consultant will coach Executives, Managers and Supervisors
- m) The Consultant will collaborate with the Communications Specialist in the Transition Team to support the development of key messages and approaches to inform the communications plan;
- n) Support the Executive Programme Lead in the development of a schedule for roll-out of the transformation/transitional activities defining milestone events, identifying critical actions and performance benchmarks;

## 6. METHODOLOGY

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

The Consultant will translate the **road map for the change management** 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 Executive Programme Lead will be expected to relate to all levels within the GOJ. The Executive Programme Lead will coordinate the review and approval of the documents prepared by the consultant.

## 7. 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.

<b>Key Deliverables</b>	<b>Performance Standard</b>
1. Inception report and Work plan	Work plan submitted in agreed format within agreed timeframe.
2. Change Management framework and road map	The framework and Road Map should follow agreed best practices and would be developed in an agreed format within agreed timeframe.
3. Change Management Plan and Strategy	The Change management plan and strategy will include all activities required to facilitate the successful implementation of the ICT Authority, including but not limited to: Change impact assessment, change readiness, stakeholder engagement and communications.
4. Change Communication and Engagement framework and strategies	Communication Engagement framework and strategies follows the agreed best practices which can then be translated into a Project Plan; within agreed timeframe.
5. Executed Change Management and Communication Plans	Strategies and activities implemented as per approved plan. This must include culture workshop sessions for impacted staff.
6. Monthly Reports	Progress reports submitted in agreed format to the OCIO which will include progress made, issues, risks and associated mitigation strategies.
7. Change Management Final Report	Change Management Report completed as per established format and timeframe.

### ***7.1 “Sign-off” Procedure***

The Executive Programme Lead will work with the Consultant to ensure the deliverables align with the objective 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 Executive Programme Lead, subject to the authorisation received from the Permanent Secretary (PS), MSET.

### ***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, and the PS, MSET.

### ***7.3 Schedule of Payment***

Payments for the services will be specified in the Contract.

## **8. QUALIFICATION AND TECHNICAL EXPERTISE REQUIRED**

### ***8.1 Key Skills/ Qualifications***

The consultant will have the demonstrated capability directing Change Management and 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.

#### **Competencies**

- a) Problem Solving and Root Cause Identification.
- b) Advanced Critical Thinking
- c) Advanced Communication skills
- d) Thoroughness.
- e) Advanced Planning skills
- f) Excellent Time Management
- g) Customer/Client Focus

### 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) Advanced knowledge of change management, and communication strategies
- h) Planning and organizational skills and analytical/logical capabilities
- i) Excellent 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, implement and embed best practices.

### Qualifications

#### *Academic:*

- a) Bachelor's degree in Business Administration, Human Resource Management, Management Studies, Public Relations, Organization Psychology or related field.

#### *Experience, Knowledge and Skills:*

- a) At least 3 years of professional experience in change management or business management consulting, or related field expertise.
- b) Experience and/or certification in Change Management.
- 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

## 9. COMMENCEMENT DATE AND PERIOD OF EXECUTION

The Change Management Specialist is expected to produce his/her deliverables under this assignment over one (1) year duration.

## 10. NATURE OF THE ASSIGNMENT

Type of Consultancy:	Individual Consultant
Duration of Contract	12 months
Place of Work:	MSET
Type of Contract:	Fixed Price Contract
Payment Responsibility	MSET
NB: The contract amount includes all costs related to undertaking the consultancy.	

## 11. CONDITIONS

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

## APPENDIX

### The Degree Of Responsiveness to the Requirements

1. The Procuring entity will assess the response to each requirement as follows:

<i>Degree of Responsiveness</i>	<i>Score</i>
<i>Excellent</i>	<i>95 - 100%</i>
<i>Very Good</i>	<i>80 - 94%</i>
<i>Good</i>	<i>70 - 79%</i>
<i>Satisfactory</i>	<i>60 - 69%</i>
<i>Poor</i>	<i>50 - 59%</i>
<i>Unsatisfactory</i>	<i>0 - 49%</i>

2. The degree of responsiveness will be used to determine what percentage of the maximum scores allocated for each requirement is attained by each bidder.

### Evaluation Criteria

- Qualification 10%
- Desirable competences and skills 15%
- Relevant Change management experience in similar projects 25%
- Experience in guiding and advising on organization change processes 30%
- Demonstrated understanding of the Terms of Reference 20%