MINISTRY OF SCIENCE, ENERGY AND TECHNOLOGY

TERMS OF REFERENCE

CONSULTANCY SERVICE
FOR:

Business Impact Lead for the Establishment of the Information and Communication and Technology Authority (ENICTA) Transition

Terms of Reference
For contracting the services of a Business Impact 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, Energy & Technology (MSET), 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

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[1] **Source:** The GOJ ICT Handbook

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 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.

3.0. SERVICES REQUIRED

The Business Impact Lead is to manage the initial process and structure integration with the relevant legacy teams during the Establishment of the New ICT Authority Project.

4.0. OBJECTIVES

The objectives of this assignment are:
- Manage the initial process and structure integration with the relevant legacy teams
- Play a key role in the management and resolution of issues and risks ensuing from the integration of the new ICT Authority's processes with the legacy systems

5.0. SCOPE OF WORK

The Business Impact Lead will be expected to:

1. Interpret agreed business processes developed in conjunction with the Implementation Consultant.

2. Consult with the management representatives of the various legacy teams to identify gaps in the existing business processes vis-à-vis the agreed business processes. These legacy teams will include the ICT Units within the Ministries, Departments, and Agencies (MDAs) of the GOJ, eGov Jamaica Limited, and the Office of the CIO.

3. Evaluate current workflows/business processes to determine areas for improvement to support increased efficiency.

4. Facilitate workshops to identify business people impacts in each business, supported by the HR Lead.

5. Take the lead on key process areas to identify cross business issues and risks and ensure consistent resolution plans are made and executed on.

6. Facilitate workshops with legacy teams to identify impacts, issues and risks.

7. Work with the IT lead to provide inputs into the requirements for the consolidated technology infrastructure required for the new ICT Authority.

6.0. METHODOLOGY

The Business Impact Lead will apply the relevant business process and business analysis tools and techniques to achieve desired outcomes. He/she is expected to develop, and supply deliverables as specified in this Terms of Reference.

The Business Impact Lead will report directly to the Executive Programme Lead and will be expected to relate to stakeholders at all levels within the GoJ.

The Executive Programme Lead, will coordinate the review and approval of all documents prepared by the Business Impact 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 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 Plan	An Inception Report with a comprehensive work plan within the first 15 working days detailing the approach to be taken.
2	Progress Reports on Business Impact related undertakings	Project Performance reports submitted in agreed format and frequency as agreed by the Executive Programme Lead and the Permanent Secretary, MSET

	Key Deliverables	Performance Standard
3	Stakeholder Workshops	Plan and facilitate workshops with the relevant stakeholders. Sessions are to be supported with the appropriate documentation.
4	Business Impact Analysis Report	Detailed report including description of the potential risks that the legacy and new entity will face as the transition unfold

7.1. "Sign-off" Procedure

The Executive Programme Lead, will work with the Business Impact Lead to ensure the deliverables align with the objectives of this assignment. The Executive Programme Lead, will review and sign-off on all deliverables produced. Revisions to the TOR will be accommodated through mutual discussion and agreement with the Executive Programme Lead.

7.2. Variations

All proposed changes to the deliverables must be discussed with the team and approved by the Executive Programme Lead.

7.3. Project Management and Accountability

The Business Impact Lead will be accountable to the Executive Programme Lead. The Executive Programme Lead, will have responsibility for the review and sign off of the key deliverables as listed in section 6.

8.0.QUALIFICATIONS AND TECHNICAL EXPERTISE REQUIRED

The Business Impact Lead should demonstrate capability in the review of business processes and the planning and execution of necessary interventions to fill gaps identified. The Business Impact Lead is expected to have a comprehensive awareness of industry best practices and methodologies, and the nature of the issues regarding ICT within the public sector.

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

- University Degree in Business Administration, Human Resources, Computer Science or related field;
- 5+ years' experience in the analysis of business processes and requirements;
- 3+ years' experience in a similar role in an I.T. environment;
- Excellent communication skills;
- Strong workflow creation skills;
- Strong analytical, problem-solving, and troubleshooting skills;
- Ability to communicate complex technical requirements, issues and solutions in layman terms;
- Ability to work independently and manage multiple priorities effectively;
- Able to work effectively at all levels in an organization;
- Experience with at least one large-scale organizational change effort;
- Advanced planning and organizational skills and analytical skills;
- Strong inter-personal and relationship building skills;
- Ability to work effectively as a team player in a dynamic environment.

9.0. COMMENCEMENT DATE AND PERIOD OF EXECUTION

The Business Impact 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:	MSET
Type of Contract:	Fixed Price Contract
Payment Responsibility	MSET
NB: The contract amount includes all costs related to undertaking the consultancy.	

11.0.   CONDITIONS

The Business Impact 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.

12.0.   EVALUATION CRITERIA

Qualification	10%
Relevant ICT experience at a senior level	15%
Experience in business process at senior and strategic level	30%
Demonstrated understanding of the Terms of Reference	30%
Approach to the assignment	15%