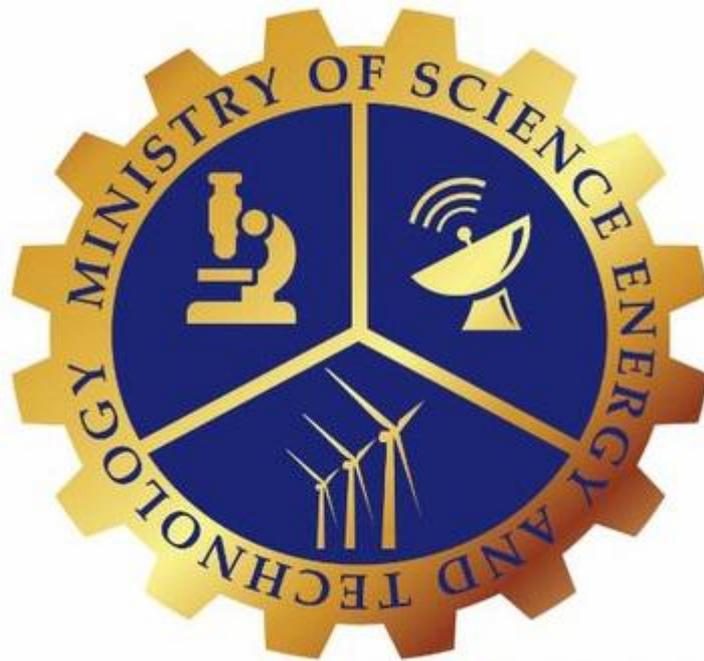




Government of Jamaica

**Ministry of Science, Energy and Technology**



**Selection of Consultants**

***Title of Consulting Services: Consultant for Organizational Review***

Procurement Activity MSET/CY/Jan2018/01

# Terms of Reference

## CONSULTANT TO REVIEW THE SCIENCE, ENERGY AND INFORMATION, COMMUNICATION AND TECHNOLOGY (ICT) DIVISIONS IN THE MINISTRY OF SCIENCE, ENERGY AND TECHNOLOGY (MSET)

### 1.0 BACKGROUND

The Ministry of Science, Energy and Technology (MSET) was created in March 2016 and it is comprised of the former Ministry of Science, Technology, Energy and Mining (MSTEM). The Ministry has gone through several transitions as outlined in the table below.

Name of the Ministry	Year
Ministry of Science Energy and Technology	2016
Ministry of Science, Technology, Energy and Mining	2009
Ministry of Energy	2007
Ministry of Mining and Telecommunications	2007
Ministry of Energy, Mining and Technology	2007
Ministry of Industry, Technology, Energy and Commerce	2006
Ministry of Commerce, Science and Technology (with Energy)	2002
Ministry of Industry and Investment	1998

The MSET has portfolio responsibility for the country's Energy, Science and Information, Communications and Technology (ICT) sectors. Its mission is *“to develop science, energy and technology policies that fuel growth”* and its vision is *“to create an environment, through policy development and a progressive legislative framework that facilitates investment, creates jobs and meaningfully improves the well-being of each Jamaican”*.

The mandate of the MSET is to:-

- Encourage private sector innovation in the science, energy and technology sectors.
- Lead legal and regulatory reform of the Information and Communications Technology (ICT), Electricity and Gas sectors.
- Improve national energy efficiency and conservation.
- Diversify primary energy sources, particularly to increase the share of renewable energy and reduce dependence on imported fuels.
- Promote and enable the exploitation of S&T for innovation and economic development.
- Create a single ICT regulator.
- Streamline government's ICT operations (GovNet).
- Make access to government services more convenient and efficient using ICTs (e-Government).
- Promote the use of free and open source software by government entities.
- Increase access to and usage of ICT within the education sector and all segments of the economy.

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The following sixteen (15) portfolio Agencies, nine (9) internal Divisions and two (2) external Departments carries out the mandate of the Ministry:-

### **Science Agencies**

- International Centre for Environment and Nuclear Sciences (ICENS)
- National Commission on Science and Technology (NCST)
- Scientific Research Council (SRC)

### **Energy Agencies**

- Board of Examiners (BOE)
- National Energy Solutions (NESOL)
- Petroleum Corporation of Jamaica (PCJ)
- Petroleum Company of Jamaica (PETCOM)
- Petrojam Limited (PETROJAM)
- PETROJAM Ethanol Limited (PEL)
- Wigton Windfarm Limited (WWF)

### **Information and Communications Technology Agencies**

- eGov Jamaica Limited (formally Fiscal Service Limited)
- E-Learning Company Jamaica (E-Lam)
- Postal Corporation of Jamaica (Post Corp)
- Spectrum Management Authority Limited (SMA)
- Universal Service Fund Limited (USF)

### **External Departments**

- Government Electrical Inspectorate
- Post and Telecommunications Department

The Ministry's strategic direction is aimed at the alignment of policies, programmes and projects to be results-based towards achieving its mandate, which is to facilitate the development of the science, energy and technology sectors in keeping with the National Development Plan Vision 2030.

Through consultation with key stakeholders, MSET provides policy direction for the sectors to assure alignment of programmes to overarching government policy directions. It also provides oversight of implementation through its agencies and through some of its entities, regulates and monitors the sectors' performance. The Ministry's programmes and activities are supportive of the achievement of the goals of Vision 2030: National Development Plan by contributing to the creation of a prosperous economy, promoting energy security, a technology enabled society and an internationally competitive industry.

The Government of Jamaica (GOJ) through the National Development Plan sets out the long-term goals for the country and in support of these goals, there are the Medium Term Socio-Economic Policy Framework (MTF), Medium Term Economic Programme (MTEP) and the Medium Term Strategic Priorities of the Government for 2017-2018. The MSET areas of focus in science, energy and technology feed directly into one of the GOJ medium term strategic priorities, which is '*Inclusive Sustainable Economic Growth and Job Creation*'. Therefore, our policy priorities have been planned with keen focus on facilitating improved service delivery, energy efficiency and security, increased wealth creation, increased employment and an overall better standard of life for all Jamaicans. Our proposed policies have been heavily influenced by the need to also

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demonstrate harmony with other policies in other spheres of government, where necessary and in the country's best interest.

Our policy priorities are as follows:-

- i. Spectrum Management Policy
- ii. Postal Service Policy
- iii. Free and Open Source Software (FOSS) Policy
- iv. e-Government Policies standards and Guidelines
- v. Broadband Policy
- vi. Addenda policies to the National Energy Policy, namely:
  - a) Renewable and Alternative Energy Policy
  - b) Biofuels Policy
  - c) Energy from Waste Policy
  - d) Carbon Credit Policy
  - e) Energy Efficiency and Conservation Policy
- vii. Electric Power Sector Policy.
- viii. Science, Technology and Innovation (ST&I) Policy (This policy which will be spearheaded by the National Commission on Science and Technology (NCST), is of significant importance to development of the Science Sector.

## **CONTEXT**

The recent changes in the machinery of government and the evolving role of the Ministry in fuelling the growth of the Jamaican economy, through its respective portfolio programmes has resulted in a need for the science, energy and information communication and technology structures to be reviewed, developed and streamlined.

The ongoing implementation of the National Energy Policy, the changes to the legal and regulatory framework of the energy sector with the passage of the Electricity Act, 2015, approval of the Electricity Licence, 2015 and changes to the Office of the Utilities Regulation Act has expanded the responsibilities of the Energy Division. The Inter-American Development Bank conducted a study under the project "Support for the Development of a Comprehensive Energy Planning Program for Jamaica – Building Capacity in the Ministry of Science, Energy and Technology" which made some definitive recommendations as to particular functions and expertise required.

The Ministry has been without a defined Science structure over a numbers of years resulting in shared responsibility for the execution of the functions by the Energy and Information Communication Technology Divisions and other implementing arms of the Ministry. The current thrust and programmes as promulgated in the National Science & Technology Policy, Science Technology Innovation (STI) Roadmap and the STI Sector Plan, requires a structure to be in place to effectively drive the policy functions in this regard and manage the collaborative, consultative, consistent monitoring and evaluation of this growing sector.

The ICT Division has been functioning with a structure that was formulated on a needs basis and has resulted in inadequacy in giving the respective functions under this portfolio the requisite attention and expertise that is needed.

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## **1.0 PURPOSE STATEMENT**

The purpose of this consultancy is to assess the effectiveness and efficiency of the current organizational structures, management systems and develop proposals for the restructuring of the Energy, Information, Communication and Technology structures and the establishment of the Science structure within the Ministry. These proposals will be submitted to the Ministry of Finance and the Public Service for consideration.

## **2.0 SERVICES REQUIRED**

The MSET seeks the services of a suitable consultant to conduct an Organizational Review and to develop a proposal for the Energy, Information, Communication and Technology and Science structures in the Ministry.

## **3.0 SCOPE OF WORK**

In fulfilling the requirements of these Terms of Reference, the Consultant will be required to:-

- Review the Ministry's existing vision, mission and strategic objectives in relation to the functions of the Science (proposed/recommended), Energy and Information, Communication and Technology Divisions to determine strategic alignment;
- Review the functions of the Divisions to identify whether there are gaps, duplications and overlaps;
- Identify roles, responsibilities and business processes required at the Strategic Management and Unit levels for the effective management of the restructured Divisions;
- Analyse the Ministry's environment and propose a business model for each Division;
- Review existing, new and proposed functions and prepare the revised or new functional profiles and organizational structures for each Division;
- Conduct job analysis, desk audits and prepare related job descriptions;
- Prepare a budget for the implementation of the revised structures;

## **4.0 METHODOLOGY**

The exercise to be undertaken by the Consultant will be informed by the Terms of Reference and will require the development of a detailed methodology and work plan indicating how the objectives of the assignment will be achieved and the support required from the Ministry.

## **5.0 DELIVERABLES**

### **5.1 Minimum Standards for Deliverables**

The deliverables under this assignment are as specified in the table below and should be submitted in both hard copy and electronic editable format. The following submission standards will apply. The documents submitted should:-

1. Be comprehensive, properly formatted and clearly presented; and
2. Adhere to the GoJ standard for organizational design and reviews.

Deliverables for this assignment are as follows:

#	Key Deliverables	Standards for Delivery
1.	Work Plan outlining the methodology to undertake the assignment	<ol style="list-style-type: none"> <li>1. Present work plan in Gant Chart format that includes tasks, duration, start and finish dates and resources</li> <li>2. This should be submitted no later than 10 working days after the commencement of the assignment</li> </ol>
2.	Proposals for the Science, Energy and Technology Structures to include:- <ul style="list-style-type: none"> <li>○ Rationale/Justification</li> <li>○ Business Model</li> <li>○ Functional Profiles (Current and proposed)</li> <li>○ Organizational Charts (current and proposed)</li> <li>○ Job Descriptions</li> <li>○ Budget</li> <li>○ Options for implementation of the Structures</li> </ul>	<ol style="list-style-type: none"> <li>1. Proposal for the review of the Energy structure completed within the second (2<sup>nd</sup>) month of the assignment</li> <li>2. Proposal for the establishment of the Science structure completed within the fourth (4<sup>th</sup>) month of the assignment</li> <li>3. Proposal for the review of the ICT structure completed within the sixth (6<sup>th</sup>) month of the assignment</li> <li>4. Draft functional profiles must include descriptions of the structures and functions</li> <li>5. Output focused job descriptions for all positions</li> <li>6. Job classification aligned to GOJ standards</li> <li>7. Budget aligned to GOJ remuneration standards</li> <li>8. Charts and models clearly articulate the lines of directorship and management</li> <li>9. At least two (2) implemental options for each structure proposed.</li> </ol>
3.	Monthly Progress Reports	Accurate and comprehensive reports submitted within one (1) week after the month ends.
4.	Documentation of GAP Analysis or similar tools suggested by consultant and agreed	Submitted within first (1 <sup>st</sup> ) month of assignment
5.	Documentation of SWOT Analysis or similar tools suggested by consultant and agreed	Submitted within first (1 <sup>st</sup> ) month of assignment

## 5.2 “Sign-off” Procedure

Deliverables are considered approved when they are accepted by the Senior Director, Corporate Services/Director Human Resource Management and Development, the MSET Human Resource Executive Committee and the Permanent Secretary on the defined and agreed performance standards for delivery.

## 6.0 ROLES AND RESPONSIBILITIES

- The Consultant shall be responsible for carrying out the reviews in accordance with the TOR;
- The Director, Human Resource Management and Development, MSET 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;
- The Ministry will provide its Strategic Corporate/Operational Plans, Profiles of the Division, research and activities to date and the present organization and functional charts for the Divisions;
- The Consultant will be responsible for his/her working facilities;

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- The Ministry may provide assistance as may be reasonably required;
  - 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.

## **7.0 QUALIFICATION AND EXPERIENCE**

### **Qualifications and Skills**

- A minimum of a post-graduate university degree in Public Administration, Business Administration or equivalent;
- Full computer literacy in Microsoft Office Package Suite and in the use of web browser capability;
- Strategic Management or Organisational Development with a preference for a graduate degree and relevant professional certification;
- Strong interpersonal skills – including but not limited to – the ability to work under pressure with restrictive timelines and to establish and maintain effective working relationships with people;
- Capacity to organise and facilitate senior level consultative meetings;
- Excellent oral and written communication in English.

### **Professional Experience:**

- Five (5) years' experience in institutional analysis and diagnosis and in developing and implementing Public Sector modernisation strategies, with particular experience in governance, public administration and management, organisation and management of central government institutions;
- Evidence of ten (10) years' experience in leading process for conducting strategic organisational reviews to a successful conclusion;
- Proven understanding of the challenges faced by developing countries with regards to strategic policy development, planning and budgetary processes;
- Experience with Change Management approaches, including harmonisation of potential conflicts resulting from differences in reporting needs of various stakeholders;
- Five (5) years' experience in project management as demonstrated in previous assignments;

## **8.0 DOCUMENTS**

In submitting the Technical Proposal, the Consultant shall attach the following:-

- Profile of the Consultant explaining why they are the most suitable for the work.
- Relevant Experience.
- Detailed Work Plan with expected deliverables and timelines
- Recent Curriculum Vitae

## **9.0 WORK SCHEDULE**

The consultant is expected to commence this assignment immediately after the finalization of the procurement process and for a duration of six (6) months.

## **10.0 COST PARAMETERS**

Quote required with a detailed breakdown of any associated costs.

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## **11.0 PAYMENT SCHEDULE**

Payments will be made upon successful completion of each proposal and the review and quality assurance of deliverables specified.

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## Standard Form (Appendix A)

### CURRICULUM VITAE (CV) FOR CONSULTANT

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1. Proposed Position \_\_\_\_\_

2. Name of Individual \_\_\_\_\_

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3. Date of Birth: \_\_\_\_\_ Nationality: \_\_\_\_\_

5. Education [*Indicate college/university and other specialized education of staff member, giving names of institutions, degrees obtained, and dates of obtainment*]: \_\_\_\_\_

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6. Membership of Professional Associations: \_\_\_\_\_

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7. Other Training [*Indicate significant training since degrees under 5 - Education were obtained*]: \_\_\_\_\_

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8. Countries of Work Experience: [*List countries where staff has worked in the last ten years*]: \_\_\_\_\_

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9. Languages [*For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing*]: \_\_\_\_\_

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#### 10. Employment Record

[*Starting with present position, list in reverse order every employment held by staff member since graduation, giving for each employment (see format here below): dates of employment, name of employing organization, positions held.*]:

From [Year]: \_\_\_\_ To [Year]: \_\_\_\_\_

Employer: \_\_\_\_\_

Positions held: \_\_\_\_\_

<p><b>11. Detailed Tasks Assigned</b></p> <p><i>[List all tasks to be performed under this assignment]</i></p>	<p><b>12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned</b>  <i>[Among the assignments in which the staff has been involved, indicate the following information for those assignments that best illustrate staff capability to handle the tasks listed under point 11.]</i></p> <p>Name of assignment or project: _____</p> <p>Year: _____</p> <p>Location: _____</p> <p>Procuring Entity: _____</p> <p>Main project features: _____</p> <p>Positions held: _____</p> <p>Activities performed: _____</p>
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**13. Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience. I understand that any wilful misstatement described herein may lead to my disqualification or dismissal, if engaged.

\_\_\_\_\_ Date: \_\_\_\_\_  
*[Signature of staff member or authorized representative of the staff]* Day/Month/Year

Full name of authorized representative: \_\_\_\_\_

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## Submission Letter (Appendix B)

[Address]

To: [Name and Address of MSET]

Dear Permanent Secretary:

I, the undersigned, offer to provide the consulting services for [Insert title of assignment] in accordance with your advertisement dated [Insert Date] and my submission. I am hereby submitting my Expression of Interest.

I hereby declare that all the information and statements made in this Expression of Interest are true and accept that any misrepresentations contained in it may lead to my disqualification.

I undertake, if my Expression of Interest is accepted, to initiate the consulting services related to the assignment not later than the date indicated in the Terms of Reference.

Yours sincerely,

Signature [In full and initials]: \_\_\_\_\_

Name of Individual: \_\_\_\_\_

