



Ministry of Finance & the Public Service

TERMS OF REFERENCE

FOR A FIRM TO

**UNDERTAKE THE TRANSFORMATION OF THE COMPANIES
OFFICE OF JAMAICA PROJECT (TCOJP)**

February 2020

FINAL

**STRATEGIC PUBLIC SECTOR TRANSFORMATION PROJECT
IBRD LOAN NO.: 8406-JM
Strategic Public Sector Transformation Project: IBRD Loan No. – 8406- JM**

1.0. BACKGROUND:

The Companies Office of Jamaica (COJ) is an Executive Agency of the Ministry of Industry, Commerce, Agriculture and Fisheries. It is responsible for the administration of the Companies Act and Registration of Business Names Act, and for the operation of both the National Security Interests in Personal Property and the Charitable Organizations Registries. The Chief Executive Officer reports directly to the Minister of Industry, Commerce, Agriculture and Fisheries. The COJ was originally a part of the Island Records Office/Registrar General's Department. In 1975 it became a standalone Department of Government. Emerging out of the Government of Jamaica's Public Sector Modernization Project initiated in 1996, it was conferred with Executive Agency status in 1999. The Agency's key outcomes are:

1. The orderly development of companies, partnerships and sole proprietorships encouraged through the efficient registration of business entities;
2. Proper regulation of business activities so that the legal privileges of companies, partnerships and sole proprietorships are exercised within the relevant legislation which the Registrar of Companies has regulatory responsibility;
3. Proper recording of and access to public information about particular business entities and other public information about the nature of the commercial sector in whole or in part; and
4. Improved cost effectiveness of operations, delivery of core services to agreed performance standards at cost and generation of additional revenues through value added services.

The COJ provides a range of services in its effort to enable the legal creation and operation of businesses in Jamaica but its work mainly includes:

- Registration of new companies (local and overseas) and Business Names (sole proprietorships and partnerships);
- Monitoring Business Entities to ensure they comply with their statutory obligations;
- The maintenance of accurate records on Business Entities;
- COJ also maintains the National Security Interests in Personal Property (NSIPP) Registry.
- Acting as registrar of Charities registered under the Charities Act.

The COJ plays a critical role in the organisation of businesses and in facilitating the doing of business by and with incorporated and registered entities. The financial framework of the COJ is guided by the Executive Agency Act 2010, which provides financial instructions for the Agency to operate as a performance-based institution in order to ensure the achievement of the financial objectives as set out in the Act. The COJ is also subject to the provisions and financial probity as set out in the Public Bodies Management & Accountability Act (PBMA), 2001.

1.1. THE STRATEGIC PUBLIC SECTOR TRANSFORMATION PROJECT (SPSTP)

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 programmes such as the transformation/modernization of the COJ, through delivering on the proposed actions identified and the imperative for change faced by the COJ.

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 firm will report directly to the CEO, COJ and to the Technical Coordinator Component 3, SPSTP on functional matters. The Technical Coordinator of Component 3 shall be the chief liaison with the COJ on the Transformation of the Companies Office of Jamaica Project.

2.0. INTRODUCTION:

The Executive Agency Regulations provide for a strategic review of an Executive Agency to be done at least once every five (5) years. A Strategic Review was conducted on the COJ in 2015 with the following objectives:

1. Identify and examine the adequacy and effectiveness of the legislative and regulatory frameworks that govern the operations of the Companies Office of Jamaica and determine the extent to which the Agency is compliant with those frameworks.
2. Assess the effectiveness of the performance management and evaluation framework.
3. Examine whether appropriate governance and accountability arrangements facilitate operational efficiency and effective service delivery in accordance with the Agency's mandate.
4. Examine and evaluate the extent to which the current systems, resources and strategies allow the COJ to effectively and efficiently deliver its products and services.
5. Make recommendations for the modification of COJ's systems, procedures, and legislative framework (if required) to enable it to improve operational efficiency and service delivery.

The review identified a number of deficiencies that limited the COJ's overall effectiveness and efficiency which included:

- Lack of coordination among service units for business processes;

- Lack of an approved Framework Document¹;
- Complex provisions in its functional legislation;
- Organizational structure which does not reflect the current needs of the COJ; and
- Obsolete Information Technology Systems.

COJ's services have expanded over the years without the requisite increase in capacity to provide the additional services. Multiple amendments to the Companies Act have resulted in new responsibilities, such as collecting information on behalf of several Government of Jamaica (GOJ) stakeholders² and on Beneficial Ownership.

The COJ's current organizational structure was implemented in 1999 when it was granted Executive Agency status. The structure has largely remained unchanged although there have been changes in the Agency's functions. For example, Trade Marks and Industrial and Provident Societies have been removed from the COJ's portfolio, while the Business Registration one-stop-shop, the NSIPP Registry and the Charities Registry have been added.

COJ has commenced offering electronic registration services and within the short to medium term will offer more and more of its services online. Expanded service offering has increased the operating costs. Clients are also demanding improvements to the standard of services including, (i) lower registration timelines, (ii) lower wait times for attendance, and (iii) lower rejection rates for documents filed which has implications for the cost to provide these services.

Some of the fundamental challenges faced by the COJ include:

- Multiple rejections of documents due to COJ's two-tiered system of document examination;
- Information provided to customers not being standardized;
- Chronic staff shortage in key areas of operations which has resulted in backlogs, inefficiencies, extended timelines and cost overruns;
- Low compliance rates of business entities;
- Underdeveloped system of quality control of business processes;
- Poor communication within COJ and with its customers and stakeholders;
- Management of over 280,000 paper files in less than ideal conditions.

With the pending introduction of electronic registration services, and the planned phasing in of other online services the COJ faces the critical need to upgrade its ICT infrastructure to meet the demands of the proposed re-engineered business processes. ICT systems are not being utilized optimally and IT staff are insufficient.

¹ Framework Document establishes the legal framework between the COJ and the responsible Minister and states the terms on which the COJ will operate.

² Tax Administration Jamaica, Ministry of Labour and Social Security/National Insurance Scheme, National Housing Trust, HEART Trust/National Training Agency.

With the pending changes to the COJ's business processes it is mission critical that the use of ICT be optimized to improve performance efficiency, service consistency and reliability, and importantly, that this be sustained.

3.0. SERVICES REQUIRED:

The SPSTP, in collaboration with the COJ, is inviting proposals from qualified firms to offer services for a functional/organization review and restructuring of the COJ, and a radical redesign and modernization of all business processes, with the purpose of raising the business efficiency and effectiveness at all levels across the Agency. The ultimate objective is to improve the ease of doing business in Jamaica by creating an enabling environment for local and international investors to fuel economic growth in keeping with the priority objective of the GOJ. This would also contribute to Jamaica receiving a better ranking on the Ease of Doing Business Index.³

4.0. OBJECTIVES OF THE ASSIGNMENT

The objective is for the firm to manage the implementation of the restructuring of the COJ in order to respond to the needs of the revised business processes resulting from the review. This is to be achieved through three Components, namely:

1. A review of the relevant legislations related to Executive Agencies⁴ to ensure the COJ remains compliant, as well as the Companies and Registration of Business Names Acts for which the COJ has administrative responsibility.
2. Implementation of a Business Process Reengineering (BPR) Review for major/mission critical processes/services including (i) documentation of the major/mission critical business processes highlighting any gaps that may exist; (ii) reengineer the business processes ("to be" process), and (iii) determine underlying ICT upgrades/needs and (iv) manage the ICT implementation.
3. Implement a Change Management and Communication Programme to support the implementation of the BPR activities.

Specific goals of the Change Management & Communication initiatives are to:

- Developing the theory of change specific to the COJ, working from the desired state for greater levels of efficiency, through improved business processes and optimized use of technology and designing change initiatives that will enable the desired state to be achieved;
- Undertaking culture change reviews and guiding the definition of future business culture that is aligned to the transformed COJ business processes;
- Ensuring the active involvement of COJ staff in the change process;

³ A high ease of doing business ranking means the regulatory environment is more conducive to the starting and operation of a local firm.

⁴ The Executive Agencies Act has been under review which the firm will be required to be aware of in undertaking the assignment.

- Support communication initiatives so as to inform the internal and external stakeholders and the general public of the pending and emerging changes in doing business with the COJ.

The firm shall have tactical responsibility for ensuring that:

- The TCOJP objectives are achieved within the projected timeframe and cost.
- The project team has the competencies and capacity and is effectively organised and led so as to ensure that work is executed cooperatively, and in a spirit that is consultative and respectful in interacting with the different stakeholders and groups.
- Expectations and involvement of the project's stakeholders are effectively managed, ensuring that stakeholders are aware, engaged and satisfied with the project.
- Issues and risks which may impact the success of the project are managed and resolved.

5.0. SCOPE OF WORKS:

Specifically, the firm will be required to provide:

5.1. Project Management Services:

- i. Lead and direct the implementation, ensuring that the stated goals and objectives of the project are achieved within prescribed timeframes and funding arrangements;
- ii. Develop the Project Charter with timelines; participate in ongoing project planning activities to include project schedule development, resource allocation, issue prioritization, risk planning and management/mitigation, business process redesign and manpower planning, change management and communication planning;
- iii. Identify and resolve obstacles/barriers to success and risks associated with the project;
- iv. Prepare workplan and approach to the assignment;
- v. Provide status reports to the Steering Committee on the implementation of project activities within the timeframe agreed.

5.2. Provide BPR services:

- i. Conduct an assessment of the major/mission critical processes and document the current (as-is) process maps;
- ii. Establish and document the critical "As is" processes at the COJ with the assistance of various process owners and other relevant stakeholders.
- iii. Analyse the current (as-is) processes, on the basis of the COJ's mandate and strategic context and determine gaps in terms of suitability, best practice, efficiency and effectiveness, and other relevant factors, so as to inform improvement opportunities;
- iv. Establish a baseline by quantifying the total sum of organisational cost incurred on the current (as-is) business processes, and a quantified projection on the benefit to be realized in the new (to-be) business processes;

- v. Design the to-be business processes, clearly showing functional interfaces and seamless workflows, and ensure alignment to strategy and compliance with standards and best practice;
- vi. Recommend opportunities and key areas for automation on the new (to-be) business processes, as well as suitable approaches;
- vii. Advise the TCOJP Steering Committee on any other value-added considerations towards improving organisation-wide effectiveness and efficiency.
- viii. Identify and map new processes as part of BPR including beginning and end points, interfaces, as well as organizational units and stakeholder groups
- ix. In consultation with relevant stakeholders in the COJ, and based on appropriate benchmarking, efficiency considerations, and manpower requirements, establish a portfolio of “To be/Should be” processes for the COJ and provide specific justification for the proposed processes, as well as simulations of how the processes would work in practice.
- x. Undertake/facilitate the relevant training of members of staff on any aspect of the exercise, e.g. process documentation or process analysis.
- xi. Ensure alignment with the Change Management & Communication initiatives and strategies that should run parallel to the BPR exercise enabling smooth implementation.
- xii. Conduct organizational reviews, systems and procedures studies and make recommendations on the revised organisation structure, develop job descriptions.
- xiii. Examine the operations and workflow of identified divisions to determine systematic weaknesses, e.g. duplication/overlaps, waste as well as activities that do not add value to the process by:
 - a. Conducting interviews with staff;
 - b. Observing the activities of staff in the working environment;
 - c. Administering questionnaires;
 - d. Reviewing previous reports/documents existing job descriptions and charts;
 - e. Preparing flow chart of current operations
- xiv. Collect job related data through interviews, questionnaires, observations and examine records to validate findings;
- xv. Identify and make recommendations on how IT systems and capabilities can influence and improve process design in the COJ;
- xvi. Design and reengineer a prototype of the new process (along with identification of structures and processes to be rationalized or outsourced or strengthened) along with expected service standards in line with business objectives such as cost reduction, time reduction, output quality improvement;
- xvii. Identify training and logistics requirements of process reengineering.
- xviii. Study, propose and implement systems and procedures to develop greater efficiency and productivity;
- xix. Develop standard operating policies and procedures and performance standards;
- xx. Develop an appropriate HR transition policy and procedures to guide the change process and revised staffing arrangements;

5.3. Provide services related to improved ICT business services:

- i. Conduct an assessment of the current state of technology in the COJ;
- ii. Through consultations with key stakeholders determine the business requirements detailing both high- and low-level functional requirements;

- iii. Translate and simplify the requirements;
- iv. Determine whether requirements definition will meet future business needs;
- v. Analyse requirements to determine need for process change and undertake test case;
- vi. Undertake a test case of the new requirements definition to ensure suitability;
- vii. Recommend any system change and or upgrade that may be needed;
- viii. Assist in developing any required specifications as a consequence of (vii) above;
- ix. Consult as necessary with eGov/ CIO's Office (of the ICT Authority, once operational) for any change in ICT systems or acquisition for compliance with GOJ's regulations;
- x. Provide an implementation and monitoring plan for any proposed change recommended; the plan should include any interim/transition arrangements least disruptive to the COJ's delivery of services;
- xi. In consultation with COJ senior management, undertake training needs assessment (TNA) for all levels of users;
- xii. Prepare training plan and necessary materials; deliver or enable training by ensuring training is incorporated in service levels for any supplier or vendor engaged for systems upgrade;
- xiii. Provide a comprehensive report and manuals, as necessary, to guide roll-out of the new system;

5.4. Provide Change Management & Communication related services:

- i. Develop the theory of change for the COJ;
- ii. Develop and implement change management strategy and plan informed by the activities defined in the theory of change that addresses the needs of all stakeholders;
- iii. Analyse the existing organisational culture to determine issues, motivational triggers, potential risks and strategies to effect culture change, develop culture change strategies;
- iv. Conduct stakeholder analysis to clearly identify stakeholder groups and their needs so as to determine how best to inform the Business Analyst on the best alignment of expectations with the new processes being developed;
- v. Conduct consultations as agreed with the TCOJP Steering Committee on the principles, strategies and approaches that should govern the transformation activities;
- vi. Support in consultation with the Chief Executive Officer (CEO), COJ the establishment of a Transformation Management Committee (TMC) with the senior management team to guide and advise on the transformation and change management initiatives which should be sanctioned by the TCOJP Steering Committee;
- vii. Design workshops to support mindset and culture change strategies required for the operation of the transformed COJ;
- viii. Lead in the development of new vision, mission and core values for the transformed COJ;
- ix. Develop a communications plan and related strategies
- x. Develop key messages and approaches to inform the communications plan;

- xi. Support the Project Manager in developing the schedule for roll-out of the transformation/modernisation activities including defining milestone events, identifying critical actions and performance benchmarks;
- xii. Develop strategies that will allow for the smooth transitioning of staff from the “as-is” to the future state business process and work flow arrangements without major disruption to the business of the organisation and in accordance with the principles of the change effort;
- xiii. Identify resistance from staff and help in identifying and training the Change Champions to carry the message of change to convert resistance into adoption of the change; provide terms of reference for the Change Champions;
- xiv. Develop and implement strategies to maintain interaction and high-level engagement;
- xv. Identify risks and recommend mitigation and or management strategies;

5.5. Provide legal support services:

- i. Review of existing legal framework documents and advise on parameters established and any need for amendment;
- ii. Draft instructions for any recommended change to the legal framework;
- iii. Advise on the relevant labour laws in respect to how staff that may be affected should be treated;
- iv. Advise and draft any support policy that may be required;
- v. Advise the Steering Committee on any legal issues or impediments that may arise.

6.0. METHODOLOGY

The firm is expected to use accepted and proven project management and BPR tools and approaches in the conduct of this assignment. The conduct of the assignment should be in a spirit of collaboration and consultation. The firm will develop, and submit deliverables as specified in these Terms of Reference. The various specialists within the firm that will undertake this assignment are expected to relate to stakeholders at all levels within the COJ and the wider public service as necessary. The Steering Committee will provide oversight to the performance of the firm through the review and approval of all reports and documents and outputs prepared and presented by the firm.

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 a non-technical audience;
- b) should be comprehensive, properly formatted and well presented;
- c) should be developed through a consultative process, ensuring feedback from key stakeholders.

7.1 The key deliverables under this engagement are as specified in the table below:

Key Deliverables	Performance Standards	Percentage (%)
1. Inception report including a work plan	The plan will outline the sequence of activities that will be done by the consultant in order to achieve the stated objective. 3 weeks after contract signing	10% of agreed contract sum
2. Project implementation plan including Project Charter & Operations Manual and project schedule plan	The Project Management Plan must conform to accepted project management standards identifying how and when the project objectives will be achieved; clearly defining the deliverables, milestones, activities and resources required for successful project execution, and must at a minimum detail how the following will be addressed under the project: <ul style="list-style-type: none"> • Scope Management • Requirements Management • Schedule Management • Budget Management • Quality Management • Resource Management • Stakeholders Management • Communications Management • Project Change Management • Risk Management • Procurement Management • Implementation 8 weeks after contract signing	10% of agreed contract sum
3. Change Management and Communications plan	Plan setting out the approaches and strategy to address the needs and expectations of stakeholders, and the methodologies which will be employed to manage the communication 12 weeks after contract signing	10% of agreed contract sum
4. Legislative Review report	Recommendations on necessary amendments to the relevant legislation 20 weeks after contract signing	10% of agreed contract sum
5. Business Process Review Report	An assessment of the current business processes (As Is) and the reengineered processes (To-Be) 30 weeks after contract signing	15% of agreed contract sum
6. Report on recommendations for the organizational design	Report on the proposed functional profiles, reengineered processes, workflows, organizational structure and job descriptions. 40 weeks after contract signing	15% of agreed contract sum
7. ICT Infrastructure Review	Recommendations on	10% of agreed contract sum

Key Deliverables	Performance Standards	Percentage (%)
report	upgrades/changes needed to the ICT infrastructure 48 weeks after contract signing	
8. Monthly Reports	Progress reports on the status of all activities	Payment of 1.25% each month over 10 months Total of 15% of contract
9. Final report	Closeout report on the project highlighting achievements and lessons learnt 52 weeks after contract signing	5% of agreed contract sum

7.2. *“Sign-off” Procedure*

The Steering Committee, will provide oversight to the firm to ensure the deliverables align with the objective of this assignment. The CEO, COJ will review and authorise acceptance of all deliverables produced. Sign off for payment will be done by the Technical Coordinator, Component 3, and the Project Manager SPSTP, subject to authorisation received from the CEO, COJ.

7.3 *Variations*

All proposed changes to the deliverables must be discussed and agreed by the CEO, COJ and approved by the Technical Coordinator, Component 3, SPSTP. Revisions to the TOR will be accommodated through mutual discussion and agreement presented by way of a change request to the CEO, COJ and the Technical Coordinator, Component 3, SPSTP, by the firm and will be subject to accommodation by the Procurement & Administrative Manager and Project Manager in the PIU, SPSTP.

8.0. QUALIFICATIONS AND TECHNICAL EXPERTISE REQUIRED:

- I. Consultant firms shall demonstrate a minimum of five (5) years of experience in the areas of Business Process Reengineering, Business Analysis, and Systems Analysis.
- II. Consultant firms shall demonstrate a minimum of five (5) years of experience in Change Management.
- III. Knowledge of the operations of registrars of companies and an understanding of issues and impact on citizens, the government and the country from the operations of such entities will be an asset.
- IV. A minimum of three (3) similar assignments in the last seven (7) years.

Key Staff

The team proposed by the firm should have extensive experience in the following areas.

- Business Process Reengineering
- Project Management
- Business Analysis/ System Analysis
- Change Management and Communication
- Regulatory and legal requirements, especially in government

Key Staff composition

Position	Key staff	Qualifications and experience
Team leader	K1	<ul style="list-style-type: none"> ➤ Master's Degree in Public Administration/ Public Sector Management, Business Administration or equivalent; ➤ Eight (8) years' experience in a senior management position; ➤ Experience in leading multi-disciplinary teams, including senior professionals; ➤ Knowledge of the operations of the public sector; ➤ Sound knowledge of business process re-engineering and monitoring and evaluation processes; ➤ Awareness of the mandate of the COJ; ➤ Training and or certification in Project Management ➤ Knowledge of Organizational Development and Change Management. ➤ Sound knowledge of risk management ➤ Sound knowledge of participatory techniques and stakeholder's consultation ➤ Sound knowledge of the principles and practices of management. ➤ Knowledge of Information Communication Technology Systems ➤ Strong leadership, motivational and interpersonal skills. ➤ Excellent presentation, oral and written communication skills. ➤ Excellent report writing skills. ➤ Excellent conflict management and negotiating skills ➤ Excellent planning, organizing and diagnostic skills
BPR Specialist	K2	<ul style="list-style-type: none"> ➤ Post Graduate degree in Public Administration/ Management / Business Administration ➤ At least ten (10) years of experience of which 5 years should be in managing business process re-design/re-engineering assignments ➤ Experience writing process-related documentation (e.g., procedures, diagrams, work instructions, templates) ➤ Certification in Six Sigma or Agile would be an asset ➤ Outstanding verbal and written communication skills ➤ Excellent conflict management and negotiating skills ➤ Experience with IT system modernization efforts a plus ➤ Knowledge of As-Is and To-Be business process mapping and how to tie processes to IT system requirements ➤ Ability to work independently and collaboratively with client and project team while providing objective insights that support a change management mindset
Change Management	K3	<ul style="list-style-type: none"> ➤ Post graduate degree in Organisation Psychology, Business

Specialist		<p>Administration, HR Management or related area from a recognised institution;</p> <ul style="list-style-type: none"> ➤ Certification or training in Change Management; ➤ Minimum 8 years' experience working on similar assignments; ➤ Experience and knowledge of change management principles, methodologies and tools ➤ Flexible and adaptable; able to work in ambiguous situations ➤ Resilient and tenacious with a propensity to persevere ➤ Forward looking with a holistic approach ➤ Organized with a natural inclination for planning strategy and tactics ➤ Problem solving and root cause identification skills ➤ Able to work effectively at all levels in an organization ➤ Must be a team player and able to work collaboratively with and through others ➤ Acute business acumen and understanding of organizational issues and challenges ➤ Familiarity with project management approaches, tools and phases of the project lifecycle ➤ Experience with large-scale organizational change efforts
Business Analysts	K4	<ul style="list-style-type: none"> ➤ Minimum of a first degree in Computer Science, Business Administration, Management, Business Analysis or equivalent from a reputable university ➤ Professional certification in Business Analysis would be an asset ➤ A minimum of 5 years' experience in business process analysis/reengineering, and developing system documentation ➤ Good communications skills (oral and written) ➤ Good interpersonal and consultative skills ➤ Facilitation skills ➤ Analytical thinking and problem solving ➤ Detail oriented and committed to a high level of accuracy ➤ Organizational skills ➤ Knowledge of business structure ➤ Business rules analysis ➤ Data analysis ➤ Business case development & organization modeling ➤ Knowledge of technology structures: networks, database, communications, internet ➤ Conducting cost benefit analysis ➤ Modeling processes using various notation (Use Cases, Activity Diagrams, Business Process Modeling Notation, Workflows, Swimlanes)
Communications Specialist	K5	<ul style="list-style-type: none"> ➤ Degree in Communications ➤ At least 5 years' experience in communication at a senior level ➤ Exceptional communication skills, both written and verbal ➤ Excellent active listening skills ➤ Stakeholder analysis ➤ Ability to clearly articulate messages to a variety of audiences ➤ Ability to establish and maintain strong relationships ➤ Ability to influence others and move toward a common

		<ul style="list-style-type: none"> vision or goal ➤ A team player and able to work collaboratively with and through others ➤ Experience with large-scale organizational change efforts
Legal analysts	K6	<ul style="list-style-type: none"> ➤ Law Degree (LLB) must be certified to practice ➤ 5 years (minimum) practicing experience ➤ Experience in legal drafting would be an asset ➤ Policy development and analysis would be an advantage ➤ Familiarity with labour law would be an asset
Administrative Support	Non-key support	<ul style="list-style-type: none"> ➤ Degree in Administrative Management or Business Administration ➤ 3-Years' experience providing administrative support services ➤ Good inter-personal and communications skills ➤ Excellent Organisation skills ➤ Proficient in the use of presentation and report preparation applications

9.0. COMMENCEMENT DATE AND PERIOD OF EXECUTION

The firm is expected to produce the deliverables under this assignment over twelve (12) month duration, commencing early in 2020.

10.0 CHARACTERISTICS OF THE CONSULTANCY

Type of Consultancy:	Firm
Duration of Contract	12 months
Place of Work:	COJ
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 firm should be equipped with the tools & resources to undertake this assignment; office space as necessary, may be provided by COJ, as well as venues for meetings and or workshops. All materials and documents accessed during the conduct of this consultancy remain the property of the COJ and are 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 CEO, COJ. Travel as required under this assignment is authorized and should be included in the bid price.

12.0 EVALUATION CRITERIA:

Qualification and requirements stated for the firm	10%
<i>Relevant experience in BPR Change Management etc.:</i>	15%
<i>i. Team leader</i>	3%
<i>ii. BPR Specialist</i>	2%
<i>iii. Legal expert</i>	2%
<i>iv. Change Management Specialist</i>	2%
<i>v. Communications Specialist</i>	2%
<i>vi. Business Analyst</i>	2%
<i>vii. Administrative Support</i>	2%
<i>Years' experience in conducting organisation re-engineering:</i>	25%
<i>i. Eight years of more</i>	25%
<i>ii. 5 – 8 years' experience</i>	20%
<i>iii. 3 – 5 years' experience</i>	15%
Understanding of the Terms of Reference	25%
Approach & methodology	25%
