

Strategic Public Sector Transformation Project

Terms of Reference for Consultancy to Implement Change/Transformation Proposals for Bureau of Standards Jamaica and National Compliance and Regulatory Authority

1. Background

1.1 The Project

The Government of Jamaica (GOJ) has received loan financing from the International Bank for Reconstruction and Development (IBRD) towards the cost of the Strategic Public Sector Transformation Project (SPSTP). The Project Development Objective (PDO) is to strengthen public resource management and support selected public sector institutions in facilitating a more enabling environment for private sector growth.

Under component 5 of the project, all regulatory functions have been removed from the BSJ and now vested in a new entity, the National Compliance and Regulatory Authority (NCRA). The intention is to unshackle the BSJ to take its place as one of the main pillars of Jamaica's National Quality Infrastructure to support national growth and development through the provision of a slate of standards and quality services which are badly needed by Jamaica's public and private sectors. The separation of the regulatory functions of the BSJ constitutes a very profound change in the operational dynamics of the BSJ and the organization will require significant psychological and mental preparation and guidance on its new path.

A change management consultancy was executed for the BSJ and NCRA. This consultancy concluded with several proposals/recommendations relating to the new missions and visions, business models, focus areas, business processes, organizational structures, staffing etc. These changes are to transform the BSJ and build the NCRA into efficient and effective public entities which work to facilitate trade, economic growth and development. While the new statutory mandates are to be spelt out in new and revised legislation to come, the timely implementation of the proposals from the change management consultancy is therefore a government imperative.

2. Purpose of the Consultancy

The purpose of this consultancy is to streamline, coordinate, facilitate and manage the implementation of the change management proposals.

The final report from the Change Management consultancy will be the main reference document and the consultant is expected to have extensive consultation with the BSJ and NCRA senior management and other key staff in preparing a course of action.

The implementation activities are to include:

- (a) New Business models and business processes of each entity
- (b) BSJ service possibilities and value propositions
- (c) NCRA service mandates and value propositions

- (d) Targeted clientele and strategic partners of both entities
 - (e) The performance frameworks of both entities
 - (f) Staffing, motivation, and performance management for both entities
- in addition to other important elements contained in the reference report(s).

3. Selection of the Consultancy

A consultant with the requisite qualifications and experience will be engaged following Individual Consultant Selection procedures in accordance with the latest edition of the World Bank's Procurement Guidelines.

4. Characteristics of the Consultancy

4.1 Type of Consultancy: An individual consultant is required

4.2 Starting Date and Duration: The Consultant is expected to provide the required services over a period of **15 months**. The start date for the consultancy is expected to be **March 2018**.

4.3 Place of Work: The work will be carried out at the main offices of the Bureau of Standards Jamaica and the National Compliance and Regulatory Authority in Kingston. The consultant may however be required to visit regional offices of the BSI/NCRA located in Ocho Rios, Montego Bay, Mandeville and Savanna la Mar and offices of other public agencies such as Jamaica Customs Agency, Ministry of Industry Investment and Commerce etc. to carry out specific contractual functions.

4.4 Qualifications and experience required for the Consultancy:

The consultant to be engaged for this contract shall, at a minimum, possess the qualifications and experience listed in (a) – (e) below:

- (a) Bachelors Degree in Management or equivalent
- (b) Post graduate qualification in a subject area which includes organizational development
- (c) Project management training and or certification
- (d) At least 10 years experience in the implementation of management decisions
- (e) At least 5 years experience as a consultant / project manager in the implementation of change management, process re-engineering, organizational development or business transformation projects.

5. Scope of Services

Reporting to the Technical Coordinator the Consultant is required to:

1. Be fully conversant with the final documents from the BSI Change Management and any other relevant consultancy.
2. Be guided by the documentation of the 14 outputs of the change management consultancy viz:
 - Contribution to a Robust IEC
 - Projection of Stakeholders' Gains

- Internal and External Stakeholders' Engagement
- A Model for Significant Income Predictability
- Planning and Process Analysis
- An appropriate Infrastructural Plan
- Purposeful Branding Alignment with Strategic Direction
- Alignment of Organizational Structure with Strategic Direction
- Strategically Aligned Jobs
- Strategically Aligned Job Descriptions
- Middle Management Empowerment
- A Robust Learning Environment
- A Strategic Training Plan for Committed Workers
- A Strategic Direction Insulated from the Vagaries of Democracy

as well as the full slate of recommendations/proposals stemming from the change management report in the areas of:

- (a) The Required Organizational Culture , Gap Analysis and Recommended Interventions
- (b) The Transformation Process
- (c) Organizational Framework
- (d) Selection of A Competent Transformation Executive
- (e) Sensitization Training
- (f) Securing Political Commitment

3. Hold extensive discussions with the senior management of both BSJ and NCRA concerning the proposals and their implementation and determine the priority for implementation of proposals
4. Develop, document and present the information on the effect, if any, of the implementation on existing policies, programmes and activities of the BSJ, NCRA and other Ministries, Departments and Agencies.
5. Prepare a prioritized implementation plan for the approval of the BSJ and NCRA
6. Determine the risks to implementation of each proposal and develop, document and execute the necessary mitigation strategies.
7. Develop and execute strategy to educate and prepare staff for effects of the changes.
8. Prepare and provide to the Technical Coordinator, the Terms of Reference for any services and specifications for any equipment which may be needed to enhance the implementation process
9. Prepare and provide to the Technical Coordinator, a plan for the execution of the consultancy
10. Consult with the Technical Coordinator and staff of the BSJ, NCRA, MICAF and any other relevant entity to gather necessary information for the development of the required strategies, plans and activities
11. Provide advice as required to the Technical Coordinator and senior team from both entities on the execution of this consultancy
12. Prepare and submit to the Technical Coordinator, required reports over the duration of the consultancy

6. Reports and Deliverables

The consultant shall produce reports / deliverables including the following:

Key Deliverables	Applicable Standards	Due dates
Inception report and work plan	WB/MoFP/BSJ Standards	End of month 1
Report on discussions with senior management of both entities towards development of implementation plan	"	End of month 2
Draft prioritized implementation plan for the proposals of the change management consultancy.	"	End of month 2
Final prioritized implementation plan for change management proposals showing risks and mitigation strategy	"	End of month 3
Monthly report on execution of work plan	"	Starting End of month 3
Terms of Reference for services required to ensure implementation of proposals	"	End of month 6
Monthly report on implementation of proposals	"	End of each month
Final Report	"	End of consultancy