



GOVERNMENT OF GRENADA

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Caribbean Regional Communications Infrastructure Program

TERMS OF REFERENCE

FOR CONSULTING SERVICES

For A

Technical Project Manager

1. BACKGROUND

Information and Communication Technology (ICT) underpins the operation of every public sector body and offers the opportunity to transform the way public services are delivered. The Government of Grenada (GoG) recognizes that a modern and vibrant Information and Communications Technology (ICT) sector will be a catalyst for growth, bringing opportunities for employment creation, more efficient and transparent government, innovation and entrepreneurship. The current ICT infrastructure in Government requires improvement to truly reap the benefits of ICT; hence the government undertook a comprehensive telecommunications assessment funded by the World Bank under the Caribbean Regional Communications Infrastructure Program (CARCIP). The end result of the study made recommendations for broadband infrastructure improvements categorised in the following three implementation components:

- 1) A Government Wide Area Network (GWAN) inclusive of a data centre
- 2) An Education Network
- 3) An Undersea Cable to connect our sister islands.

Resulting from a competitive procurement process, on July 23rd 2018, Digicel OECS Ltd signed the following Public Private Partnership (PPP) agreements with the Government of Grenada to build out the networks listed:

- Lump-Sum Public-Private Partnership Agreement for the provision, maintenance and operation of a Government Wide Area Network (GWAN) and the provision, maintenance and operation of an Education Network for Schools and broadband internet services for Community Centers and other locations between the Government of Grenada and Digicel OECS Ltd and Digicel Grenada Ltd.
- Lump-Sum Public-Private Partnership Agreement for the Installation, Maintenance and Operation of an Undersea Cable System for Grenada and Saint Vincent and the

Grenadines Between The Governments of Grenada and Saint Vincent and the Grenadines And Digicel OECS Limited

The project is currently being executed and is scheduled to be completed by February 2020. It is critical that investment in ICT is managed effectively by both partners – Digicel and the Government of Grenada.

To this end, the Government of Grenada is building a contract management team to work along with Digicel and is seeking to hire a *Technical Project Manager* to lead the Government's contract management team and supervise the works of Digicel.

2. SCOPE OF SERVICES /SPECIFIC RESPONSIBILITIES AND DUTIES

Under the overall supervision of the Permanent Secretary with responsibility for Public Utilities and Energy, within the Ministry of Infrastructure Development, Public Utilities, Energy, Transport & Implementation, and in close cooperation with the Project Steering Committee, the Ministry of ICT, the technical focal points from all Ministries and the Digicel Implementation team, the technical Project Manager is responsible for the day-to-day management, implementation and supervision of the Project, including all substantive technical and administrative matters assigned to the Government's team.

The Technical Project Manager shall provide direct oversight of the implementation of the telecommunications networks being rolled out by Digicel to ensure that it conforms to the contents of the previously mentioned Public Private Partnership Agreements between the Government of Grenada and Digicel OECS Ltd. Specific duties include:

- Revision and provision of feedback on all documentation including reports, deliverables etc submitted by Digicel.
- Supervision and provision of feedback on the technical work delivered by Digicel.
- Assurance that the relevant documentation is prepared and provided to the CARCIP stakeholders including Ministry of Infrastructure Development, Public Utilities, Energy, Transport & Implementation and CARCIP broadband implementation steering committee.

- Development of integrated baseline project plans (integrated with the Digicel's program plan) applying estimating models; document estimating assumptions; refine plans and manage performance against them.
- Recommendation of best solutions based on understanding of business issues.
- Provision of task-based schedules, cost forecasts and assistance in assessing risk-based provisions.
- Communication of the ministry's responsibilities, highlighting risks and proposing mitigating strategies to enable the project to be successfully delivered.
- Capturing and tracking program metrics and performance analysis.
- Managing project scope by assessing requirements changes, determining and conveying impact on budget, time and risk.
- Managing clients' expectations, anticipating operational and tactical risks and tracking them to closure.
- Clarifying, identifying, and tracking requirements and issues, removing barriers to the delivery schedule, resolving minor project issues and escalating to immediate manager when required.
- Managing project closure initiatives to document and archive project activities, deliverables, tools and findings for future projects. Working with the senior technical leads to conduct acceptance testing for the Modular Data Centre and Lot 3 sub-sea fibre landing stations.
- Receiving, reviewing and retaining the fiber build Handover Packages in an organised manner.
- Monitoring the process and making timely evaluation based on the progress reports provided by Digicel.
- Delivering power point presentations to various stakeholders of the project as required
- Signing off on documents as required.
- Providing technical advice to the PS and other stakeholders

Skills and Competences

- Advanced verbal and written communication skills.
- Ability to develop project plans, manage individual deadlines and goals.
- Knowledge of project metrics, including gathering, reporting, trend analysis, creation, and metrics.
- Ability to identify issues and problems, generate solutions and choose appropriate alternatives using basic root cause analysis.
- Advanced proficiency with all MS Office applications, MS Project and/or Visio. Highly organized with good time management skills.
- Customer service orientation and strong interpersonal skills.
- Analytical thinker with creative problem solving skills and attention to detail

3. DURATION

The assignment is expected to be undertaken over an 8 month period ending in January 2020.

4. DELIVERABLES

The consultant shall prepare and submit the following reports to the Permanent Secretary with responsibility for Public Utilities and Energy.

Deliverable 1: Inception Report

Within two weeks after contract signing consultant will submit an Inception Report which will include but not be limited to the following:

- Understanding of the project and TOR
- Consultants approach and methodologies
- a work plan and updated list of activities
- Project risk and assumptions

Deliverable 2: Monthly Reports

Consultant will submit monthly reports on the last day of every month up to January 2020

- Progression of implementation of networks
- Challenges and risk to project
- Clearly defined next steps

Deliverable 3 – Final Report

8 months after contract signing the consultant will deliver a final report including but not limited to:

- A description of the process by which the project was approved, and the business case for undertaking the project.
- A summary of the project execution, including whether the project met its objectives.
- Details of the project's budget performance and timeline performance.
- A list of factors that affected the project results.
- If possible, a description of the financial impact or other benefits the project will provide.
- Attachments or appendices containing summaries (or the full text) of important project documentation, such as the scope document, project plan, test results and final approval/acceptance.

All manuals and agreements shall be submitted in English on electronic and print media.

All reports and documents relevant to the Consultant's services, shall become the property of the Government of Grenada.

5. WORKING ARRANGEMENTS

The Permanent Secretary and members of the PPP Steering Committee will supervise the consultant and will ensure the timely review of deliverables and will provide the necessary guidance to the consultant in the execution of the assignment.

Client's Responsibility

Through the PS with responsibility for Public Utilities and Energy, the client will:

1. Provide an office space within the shared PPP office.
2. Provide equipment to perform duties

Consultants Responsibility

1. Must have access to private transportation.
2. Be responsible for the collection of all data, and information to assist in the timely completion of the assignment.
3. Be responsible for the submission of reports in a timely manner.

6. QUALIFICATIONS AND EXPERIENCES

- Master's Degree in Computer Science or related field
- PMP certification preferred.
- 10+ years of experience managing and fast moving IT infrastructure projects.

Please submit your applications via email to Ms. Alice Bain, The CARCIP Project Coordinator
Using email pc.carcip@gmail.com by 4:00pm on April 5th 2019.