



**Government of Saint Lucia**

---

**Department of the Public Service,**



**Caribbean Regional Communications Infrastructure Program**

---

**TERMS OF REFERENCE**

**FOR CONSULTING SERVICES**

**IMPACT ASSESSMENT  
of the**

**Unified Communications System**

**SLU-CARCIP- CS-IC-TSUCS-01-19**

**March 11, 2019  
Updated April 11, 2019**

## Table of Contents

Background .....	3
Objectives of the Assignment .....	4
General Objectives.....	4
Specific Objectives.....	5
Scope of Services .....	5
Reporting .....	6
Duration of Services .....	7
Working Arrangements .....	7
Client's Responsibility.....	8
Qualification Requirements and Evaluation Performance Criteria .....	8

## ***Background***

With the lingering negative effects of the global financial crisis on the economy of Saint Lucia, and notwithstanding the continuing growth of the tourism sector and its contribution to Gross Domestic Product (GDP), the Government of Saint Lucia (GOSL) is aggressively seeking to identify other sectors that will promote economic growth.

A draft Regional Digital Development Strategy has been developed by CARICOM to address key policy and regulatory bottlenecks which constrain the use of ICT to stimulate growth.

The key objectives of the Strategy are to:

- Establish a modern regional regulatory and open telecommunications infrastructure with affordable networks using converged technologies,
- Build a Digital Community culture and increase the value and volume of the region's trained ICT workforce,
- Use ICT to demonstrate good governance and increase efficiency in operations,
- Establish a culture of innovation and quality, and enable sustainable production of Regional digital goods and services, and
- Guide businesses and governments to use ICT for sustainable growth and support social development objectives through partnerships.

Caribbean Communications Infrastructure Program, funded by the World Bank, supports this regional strategy and is also fully aligned with the Government of Saint Lucia's economic diversification program and with the National ICT Strategy. To this end, CARCIP will allow the participating countries to accelerate the deployment of critical regional infrastructure to foster regional economic development and growth. This will be achieved through support and technical assistance provided by the GOSL to bridge the physical connectivity gaps (if any), improve the enabling environment by (i) setting up the policies and regulatory frameworks to develop IT and IT-Enabled Services (ITES) industries as drivers to foster employment and economic growth; and (ii) supporting institutional development and capacity building to ensure and maximize the development potential of the regional and national ICT infrastructure to diversify and stimulate growth. Through its implementation, citizens of Saint Lucia will benefit from improved and affordable broadband access and services including public services.

The project is being implemented by the Department of the Public Service (DOPS) while the Project Coordinating Unit (PCU) of the Department of Economic Development, Transport and Civil Aviation is responsible provides fiduciary support which includes procurement and financial management services.

A significant achievement of the project is installation of a Unified Communications System (UCS) at the following Government Agencies. (Table 1.)

Table 1.

Commercial Court	Castries	John Compton Highway
Nyreh Court	Castries	John Compton Highway
Chakerah Court	Castries	John Compton Highway
Gov C - Greaham Louisy Bldg	Castries	Waterfront
Gov B - Heraldine Rock Bldg	Castries	Waterfront
Gov A - Sir Stanslaus Bldg	Castries	Waterfront
NIC	Castries	Waterfront
Customs	Castries	Jeremy St.
Treasury	Castries	Laborie St.
Youth & Sports	Castries	Bridge St.
Infrastructure	Castries	Union
Finance	Castries	Pointe Seraphine
District Court	Castries	Peynier St.
High Court	Castries	Peynier St.
Electoral Office	Castries	High Street
Family Court	Castries	Peynier St.
ICT Center	Castries	Burbon St.
Ministry of Justice	Castries	Brazil St.
VAT Office	Castries	Manoel St.
Ministry of Housing	Castries	Jeremie St.
Hewanora House	Castries	Pointe Seraphine

To this end, the DOPS seeks to engage the services of a suitably qualified Individual Consultant to conduct an Impact Assessment to determine Operational Efficiencies, Service Quality improvements and Cost Savings through its implementation.

The Consultant shall be employed on a lump-sum payment contract and should take this into consideration when calculating cost estimates and schedule of rates for performing the services. The contract sum shall be established based on the understanding that it includes all the Firm's costs and profits including any taxes and obligations.

### ***Objectives of the Assignment***

#### ***General Objectives***

The DoPS seeks to engage an individual to conduct an Impact Assessment of the Unified Communications System to determine quality, of the system installed in terms of using the system, receiving and making calls, cost derived and ease of use of the Unified Communications System. The Consultant will assess the UCS from a) Technical, b) Financial, c) Functional and d) Quality of the equipment / services delivered.

### ***Specific Objectives***

The specific objectives of the assignment are for the consultant to carry out an assessment of the UCS System installed at Government Offices to determine system whether the system is meeting the user's expectations, the additional training that may be required and to evaluate the improved Operational Efficiency, Improved Quality of Service, and to perform a Cost Savings Assessment.

### ***Scope of Services***

Maintain a full coordination with the Client so as to ensure a common understanding on the delivery of the assignment.

Review the Contract and Contract Amendments or Supply and Installation of the UCS (**Contract # 25**) to carry out the assessment and determine compliance as it relates to quality, operational efficiency, improvement in service, functionality

Confirm the equipment (type, model, purpose of equipment installed and the telecommunications services provided at each site.

Confirm whether all LAN and WAN and IP Telephony meet the Technical Specifications, QoS and SLA's detailed in the contract

Inspect and test various Hardware aspects of the implementation such as but not limited to; Fibre runs and Equipment Installations to determine Its efficiency and impact / effect on the overall system

Review services and strategies such as but not limited to Data Recovery and Business Continuity (DRBC), Incident reporting and escalation, Independent Monitoring of Services proposed or in use by the Client in and use of enhanced Telephony Services.

Evaluate the impact / effect that the implementation of system as it relates to **Operational Efficiency** of Government agencies such as but not limited to improvements in the storage and manipulation of data, faster delivery of services and improved **reporting** on the use of Telecommunications services.

Conduct a comprehensive evaluation of **Cost Savings** in Telecommunications expenditure realised by the Government as a result of the implementation of the UCS.

Evaluate the effectiveness of **End User Training** to assess the effective use of the available UCS services. Identify gaps and or deficiencies and areas where training may be required.

Evaluate the effectiveness of **Communications Strategy**, where available and make recommendations for sensitization and orientation of the GOSL users that can be used for the development of a Change Management plan.

Utilize models / evaluation types such as the KirkPatrick Model (Goal-Based Assessment) and CIPP (Process-based assessment) to carry out the assessment

Convene meetings as necessary with the appropriate stakeholders to confirm or discuss findings and present any remedial actions that may be required.

### ***Reporting***

#### ***Inception Report:***

Three (3) weeks after commencement of the engagement the Consultant shall submit the Inception report detailing the equipment list for each site that is number of sites and coverage. The report should include details on approach and methodology to be utilized for carrying out the impact assessment as well as assumptions and limitations used.

#### ***Preliminary Assessment Report***

Within eight (8) weeks of engagement the Consultant shall submit the preliminary assessment report providing details and photographs on the following:

- equipment (type, model, purpose of equipment installed and the telecommunications services provided at each site,
- confirmation that the equipment installed meets the technical specifications (LAN and WAN and IP Telephony),
- quality of the hardware and software and Fibre runs
- Review of the services to determine whether systems allow for a mechanism for Data Recovery and Business Continuity (DRBC), Incident reporting and escalation, independent monitoring of services and use of enhanced Telephony Services,
- Inventory of installed equipment and accuracy of Asset Register
- Network diagrams and sites
- Quality of works completed
- Deviations to the UCS Contract

Final Impact Assessment Report:

Within sixteen (16) weeks after engagement the Consultant shall submit the Final Impact Assessment Report will be submitted detailing the evaluation and outcome of the assessment as it relates to improving the overall efficiencies of Government business at the national, regional and international levels, operations, the effect on telecommunications expenditure, opportunities for Innovation. The report should also include the analysis and recommendations on the following:

- **Technical Evaluation** of the installed Equipment (appropriateness based on the user needs, life span, Upgrade plans/Technology refresh, Operating environment, maintenance arrangements).
- The Financial **Analysis** of all savings and cost benefits
- Available services, degree of usage and **quality of services**
- Governing Policies and effectiveness of those policies

The client will take no longer than ten (10) days to review and provide feedback to the Consultant on all reports.

❖ *All reports shall be submitted in English.*

❖ *All reports and documents relevant to the assignment including computer programmes, etc. shall become the property of the Government of Saint Lucia.*

***Duration of Services***

The consultancy is to be undertaken over a period of six (6) months.

***Working Arrangements***

The Consultant will report to and submit all reports to the CARCIP Coordinator who will serve as the Client's Coordinator.

For information relating to the assignment the Consultant will liaise with the following key persons:

Desmond Astwood or designate	Manager of Government Information Technology Services
------------------------------	---

Lawrence Nervais	Telecommunications Consultant
Marlon Narcisse	Chief ICT Officer,
Cristal Beroo or designate	Project Coordination Unit

***Client's Responsibility***

- i) Provide access site to the site.
- ii) Make available existing reports, information and data relevant to the assignment for timely completion of the assignment.
- iii) Ensure timely review and provision of comments / acceptance of reports
- iv) Initiate the consultation and co-operation of other agencies

***Consultant's Responsibility***

- i) Responsible for office space, equipment, materials and transportation.
- ii) Execute the services in accordance with the laws, customs and practices of Saint Lucia

***Qualification Requirements and Evaluation Performance Criteria***

**The minimum required qualifications and experience of the Consultant:**

Msc / Bsc in Information Systems, Statistics, Research Methods or equivalent professional qualification.

At least five (5) years of experience in carrying out impact assessments in ICT; evidence should be provided of the completion of at least one assignment within the last three years.