



MINISTRY OF HEALTH AND WELLNESS

Career Opportunity

ICT TRANSFORMATION PROGRAMME CONSULTANT

BACKGROUND

The Ministry of Health & Wellness (MOHW) and its four (4) Regional Health Authorities (RHA) make up the public health system and are responsible for national healthcare service delivery across Jamaica. The MOHW is comprised of:

- The MOHW Head Office
- South East Regional Health Authority (SERHA) – the parishes of Kingston & St. Andrew, St. Thomas and St. Catherine
- North East Regional Health Authority (NERHA) – the parishes of Portland, St. Ann, St. Mary
- Southern Regional Health Authority (SRHA) – the parishes of Clarendon, Manchester, St. Elizabeth
- Western Regional Health Authority (WRHA) – the parishes of Westmoreland, Hanover, St. James and Trelawny

The MOHW and its RHAs currently possess stand-alone Systems Information and Technology Units (SITU), led by Management Information System (MIS) Directors. The SITUs provide day-to-day ICT operational and service support at the corporate and health facility level.

The MOHW is embarking on the development of an ICT Transformation Programme that will change how the Ministry utilizes its human and infrastructure resources, technology and processes to meet the strategic objectives of the Ministry. The outcome of this programme will enable the MOHW to better manage ICT activities, processes, and governance to enable a sustainable and modernized ICT environment.

The strategic objectives of the ICT Transformation Programme are to:

1. Make the ICT operations, machinery, and internal processes of the MOHW more efficient;
2. Improve the development and execution of policy associated with Information Communications, Technology (ICT) management; and
3. Develop the relevant organization structure, culture and accountability framework required for sustained operations of the MOHW and execution of its strategic objectives.

The Transformation Programme has three (3) components that will:

1. Reorganize the Ministry in line with the Value Chain Approach leading to the implementation of core responsibilities that can lead to strategic success;
2. Build capacity within the MOHW to transform the MOHW into a High Performing Organization; and,
3. Develop, implement, and sustain change and culture management programmes and initiatives to support renewal across the MOHW and its RHAs.

2.0 NATURE AND DURATION OF ASSIGNMENT

The Ministry of Health & Wellness hereby seeks to employ a Consultant in the capacity of ICT Transformation Technical Programme Consultant for a period of nine (9) months.

3.0 OBJECTIVES

The Objective of this consultancy is to engage a Consultant to lead and manage an ICT Transformation Programme to transition the MOHW Head Office and its Regional Authorities Systems and Information Technology Units into becoming a Centre of Excellence (CoE), while being poised to respond to the changing demands of the Ministry in the future. The aim is the formulation of an ICT-enabled CoE that supports the needs of the MOHW and its RHAs internal and external clients, which is characterized by risk management, flexibility, efficiency, productivity, and the transformation of many of its policies and processes. Specifically, the objectives of this engagement are to:

- i. Transform the MOHW and its RHAs SITUs to govern and manage information and related technologies holistically for the MOHW, with consideration for the centralization of end-to-end business operations and the interactions with other Ministries, Departments, Agencies, and the Public.
- ii. Enable high-quality service delivery, business continuity, information security, compliance, and cost containment, supported by sound policies.
- iii. **Establish alignment with the COBIT 5 Principles of:**
 - Meeting stakeholder needs;
 - Covering the Enterprise End-to-End;
 - Applying a single integrated Framework;
 - Enabling a Holistic Approach; and
 - Separating Governance from Management.
- iv. Align ICT Services with the ITIL framework for ICT service management, with a focus on the needs of the business of MOHW and its RHAs, and compliance and improvement through measurements.
- v. Maximize responsiveness to change and the availability and up-time of technology resources through resource planning, scalability of architecture, and performance management.

vi. Build human capacity and use an appropriate change management framework to propel the process.

vii. Develop an Operations Manual and Standard Operation Procedures (SOPs) to streamline the interaction and decision-making processes between the Centre and the field offices.

viii. Develop ICT Policies that will provide guidance to the MOHW and its RHAs around critical issues related to the sustainability of the ICT systems and continued operations. The policies will also provide guidance based on lessons learned and the need to improve how ICT support systems are designed and implemented within the Ministry.

4.0 KEY ACTIVITIES

The Consultant will be responsible for providing support to the overall transformation of the Ministry through the development and implementation of strategic engagements in ICT that is aimed at improving the Ministry's capacity to deliver its services effectively and efficiently. This support will augment the current business process re-engineering processes and create an enabling environment for more efficient service delivery through the implementation of an ICT restructuring programme. The programme will enhance the capacity of the MOHW SITUs to include, ICT infrastructure modernization, ICT Systems upgrade, and an institutional reorganization of the SITUs to meet the demands of the MOHW as a CoE.

The key activities of the Consultant shall include:

- a. Provide an Inception Report detailing the key activities, programme schedule, methodology and timelines.
- b. Conduct a gap analysis to determine the MOHW's and RHAs' ability to undertake this transformation initiative. The gap analysis will identify the potential challenges that might arise when implementing the new systems, structures, and processes within a current organizational context. Furthermore, through the identification of the gaps within the existing organizations, the readiness assessment will afford the Ministry the opportunity to remedy these gaps either before, or as part of, the implementation plan.
- c. Meet with/engage with relevant stakeholders to request and collect information that will inform and guide the development of an ICT Transformation Programme Strategy.
- d. Conduct Business Process and Organisational Reviews
- e. Develop an ICT Transformation Programme Strategy for the Ministry and its RHAs guided by Programme objectives articulated herein.
- f. Develop the framework for the centralization of the MOHW SITUs business operations.
- g. Develop ICT Policies that will provide guidance to the MOHW and its RHAs around critical issues related to the sustainability of the ICT systems and continued operations. The policies will also provide guidance based on lessons learned and the need to improve how ICT support systems are designed and implemented within the Ministry.
- h. Develop an Operations Manual and Standard Operation Procedures (SOPs) to streamline the interaction and decision making processes between the MOHW and the field offices in the RHAs.
- i. Organize and conduct at sensitization sessions with the management and SITU staff at MOHW and RHAs to inform them of the transformation programme and gain their support.
- j. Identify and arrange training required for the implementation of the Programme during and post-project activities
- k. Track and report on the progress of project implementation as per the work plan, identifying potential risks and making recommendations.
- l. Develop and implement a Monitoring and Evaluation Framework for the Project.
- m. Undertake a Risk Assessment and develop and implement a Risk Management Framework.
- n. Submit a final Consultancy Report highlighting the nature of the work undertaken noting the level of success and constraints in terms of methodologies used, the nature and quality of stakeholder participations and any lessons learnt during the process.

8.0 MINIMUM REQUIRED EDUCATION AND EXPERIENCE

- Master's Degree in an ICT related area or business/public administration, public policy or related fields;
- Minimum of five (5) years working experiencing in business process improvement;
- Demonstrable ability in project design, diagnosis, assessment and implementation for the public sector required.
- Certification in Project Management would be an asset;
- Excellent written and oral communication skills.

EOI Submission:

Expression Interests in the form of an Application Letter and Curriculum Vitae must be submitted electronically via email address edwardsta@moh.gov.jm on or before **Thursday, February 11, 2021 at 10:00 a.m.**

The detailed Terms of Reference can be viewed on the MOHW; Website at www.moh.gov.jm

Shortlisted consultants will be contacted for interview via the Zoom platform

The Senior Public Procurement Officer
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We thank all applicants however please note only shortlisted candidates will be contacted.