

## Security Strengthening Project (MNS:SSP)

IDB - JA-L1074 (LC # 4400/OC-JA)  
Shops 31&32 Kingston Mall  
Kingston, Jamaica



Ministry of National  
Security

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### TOR for Project Administrator

Date

April 29, 2019

Services Performed For:

Security Strengthening Project (MNS:SSP)  
IDB - JA-L1074 (LC # 4400/OC-JA)  
Shops 31&32 Kingston Mall  
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### Background

The Government of Jamaica has established a Security Strengthening Project (SSP), funded by a Loan from the Inter American Bank (IADB), the main objective of which is to contribute to an increase in the conviction rate for murders in Jamaica. The strategy to achieve the main objective will be the “specific objectives”:

- (i) To assist in the reduction of the rate of murders in the country;
- (ii) To increase the proportion of police investigations of murders that result in prosecution;

And

- (iii) The training of police officers in the use of technology in crime fighting.

The Ministry of National Security (MNS) is charged as the Executing Agency and is currently engaging the services of a Change Management & Communication Technical Specialist Consultant who will work with the team to develop and execute a comprehensive change management and communications plan for the project.

The Security Strengthening Project has three (3) components: (i) **Component 1**. Violent crime prevention and management; (ii) **Component 2** - Improving investigative capabilities for homicides; (iii) **Component 3** - Change Management & Communications.

The Project components comprise activities to benefit and involve the participation of the Ministry of National Security and the following entities within its portfolio:

- The Jamaica Constabulary Force (JCF)
- The Department of Correctional Services (DCS)
- The Firearm Licensing Authority (FLA)
- Passport, Immigration, Citizenship Agency (PICA)
- The Institute of Forensic Science and Legal Medicine (IFSLM)
- The Private Security Regulatory Authority (PSRA)

Additional entities outside the portfolio of the Ministry of National Security includes;

- The National Works Agency (NWA)
- eGov Jamaica Limited (eGov)

## Consultancy Objective

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The Consultant will provide project management support to the PEU and the TWGs, with specific focus on the monitoring and control of project activities to ensure that planned activities are executed on time and providing general administrative support to the PEU.

The Consultant will:

- monitor and control all planned project activities;
- Coordinate TWG activities by providing project control support to the project coordinators and their teams;
- develop a comprehensive project control plan that is updated quarterly;
- Participate in project planning. Document and communicate the detailed project schedule and focus areas to the TWGs.
- Update the project schedule to reflect additional activities agreed and progress against planned activities
- Coordinate project reporting as per the POM and project schedule
- Manage the general operations of the PEU offices
- Orient new team members and stakeholders on the project and its operations and practices

The specific responsibilities of the Project Administrator include activities related to the role of the Project Executing Unit (PEU), working in tandem with all the relevant supporting teams and technical working groups.

The Consultant will be required to:

- Understand the project and its purpose / objectives in its entirety.
- Understand the current environment in which the project will be implemented.
- Understand the environment of Government and Law Enforcement.
- Understand the impact of the required change for the citizens of Jamaica, the project and the Government's success

# Scope of Work

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Contractor shall provide the Services and Deliverable(s) as follows:

- Support the planning process by:
  - Working with the PEU and TWG to identify all work packages and deliverables that are needed to achieve the output planned for the period. Develop the detailed project schedule to reflect who is doing what when for the period of planning.
  - Finalizing the schedule with all responsible parties and obtain commitment to the activities and their time lines  
Engaging and eliciting the commitment of the PEU and TWG members to the detailed schedules and confirm deliverable and activity accountability, responsibility and involvement.
  - Sharing the agreed schedule with the team, with a focus on the areas they are responsible for or must participate in
  
- As part of the project monitoring and control
  - o Maintain a current and active action item and issues log. Follow all open items thru to completion in a timely manner
  - o On Monthly basis, share the activities scheduled for the coming period, those that are delayed and those that require special attention
  - o Follow up on all activities and deliverables and identify any constraints, challenges or risks that may be impacting our ability to execute
  - o Update the project schedule monthly, to reflect activities completed, started and progressing. Identify activities at risk and follow up on them. Support the PEU and the TWGs to clear the roadblocks
  
- Meeting Management
  - o Complete detailed plans for all major meetings and workshops and coordinate all support resources required to prepare for and facilitate them. Confirm meeting attendance and follow up with reminders for the meeting and for any preparation required for the meeting.
  - o Schedule and coordinate status meetings for the PSC, the PEU and the TWGs as required or noted in the POM. Coordinate the collection of TWG status reports.
  - o Coordinate the set up and management of all meetings hosted by the PEU or members of the PEU. Ensure that the meeting location, facilities and support are in place (including food as required). Ensure all participants are notified and reminded and confirm attendance. Ensure meeting records are maintained and filed. Track and log all Actin items, parked items and issues arising from such meetings.
  
- Compile details of monthly achievements, issues, risks and constraints and provide to the MnE Specialist for inclusion in the project status reporting. Provide monthly status report on the Project administrators activities as well as the TWG activities.

- Maintain an accurate stakeholder register reflecting the contacts details, classification and working groups on the project
- Develop game plans for specific short term objectives and the deliverables being produced
- Contribute the preparation of reports for the project steering committee, key stakeholders and the TWG team leads meetings.
- Provide project management guidance and support to the members of the PEU to assist them to plan and execute on the work packages within their accountability and responsibility.
- As part of the general office management
  - o Coordinate cleaning and maintenance of the office and all equipment herein, including the computing technologies and telecommunications
  - o Manage all suppliers of general office services and meeting support
  - o Coordinate the processing of purchase orders and invoices for all office and meeting related services (as per the direction of the procurement and financial specialists)
  - o Manage the stationary and supplies inventory
  - o Manage the asset inventory
  - o Coordinate office security and access
- Develop and maintain the project monitoring and control sections of the project operating manual (POM). Ensure adherence.
- Manage the project management and communications tools and software in use.
- Actively participate in all PEU and project meetings and workshops.
- Perform other related tasks as needed.

## Methodology

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The consultant is expected to use accepted and proven methodologies for carrying out the assignment. The consultant should prepare a detailed methodology (approach) and work plan indicating how the objectives of the assignment shall be achieved. The project management must be delivered using the Internationally accepted Project Management Institute (PMI) standards.

The project schedule must be developed using MS projects and must be loaded into the Online PM software. All users assigned to activities must get electronic schedules and notifications for start and end dates.

The work plan submitted should be aided by Microsoft Project or similar tool to show the allocation of time to each of the key components of the project and detailed scheduling should be provided to support the methodology outlined.

Utilize generally accepted meeting management standards and apply Robert Rule of Order where appropriate.

Utilize current standards and guidelines for managing virtual meetings and maximize productivity gains from such tools.

Utilize current and effective tools for constant communications, including but not limited to Wats App, Telephones, Email and any others.

## Deliverable and Milestones

The selected candidate will create and submit:

	<b>Deliverables</b>	<b>Performance Standards<sup>1</sup></b>	<b>Milestone</b>
On Boarding and Documents review  Handover from Project administrator and Project director	Discussion session – Q&A  Handover notes		Onboarded
Initial schedule and control log review and update	Update schedule Next month focus Updated control logs Establish control logs in project share area and PM software	Documentation done in accordance with standards set out in the Project Operating Manual and quality deemed acceptable by PEU team  Meet PMI standards	Current schedule updated  Control Logs under project manager accountability and responsibility
	Schedule sharing communique	All items shared electronically, loaded into the PM online	Current schedule communicated and buy in secured

<sup>1</sup> All documentation must be produced on time and must conform to the project documentation standards.

	<b>Deliverables</b>	<b>Performance Standards<sup>1</sup></b>	<b>Milestone</b>
	Confirmation of accountabilities and responsibilities	software and stored on the project file store	
Compile initial work plan outlining the control and monitoring approach and activities and the reporting around it	Initial work plan	Documentation done in accordance with standards set out in the Project Operating Manual and quality deemed acceptable by PEU team	Initial Work Plan completed
Compile status and progress report	Weekly verbal status reports (PEU) TWG Monthly reports Monthly progress report End of Assignment report	Documentation done in accordance with standards set out in the Project Operating Manual and quality deemed acceptable by PEU team  Meet PMI standards	Project reporting completed
Maintain Project Control Logs	Action Items Log Issues Log Parked Items Log Risk Log Project Change Log	Maintained in excel and accessible to the team electronically	Control logs maintained – current and complete  Shared with team (accessible)
TWG Follow up	Report on roadblocks, Action items and Issues	Use verbal, email and other communication channels  All verbal must be supported by confirmation email with reminders and agreements	Control logs updated and individual items shared with owners
PEU and PSC Follow up	Report on roadblocks, Action items and Issues	Use verbal, email and other communication channels	Control logs updated and individual items

	<b>Deliverables</b>	<b>Performance Standards<sup>1</sup></b>	<b>Milestone</b>
		All verbal must be supported by confirmation email with reminders and agreements	shared with owners
Plan and coordinate meetings as needed	Meeting planner Agenda Supporting presentations Minutes or notes Updated control logs	All meetings scheduled electronically.  All notes distributed and saved in project file store within 3 working days  Meeting requests used as the connector for agenda, objectives and other meeting support	Meeting coordinated and productive
Schedule and coordinate deliverable review sessions as needed	Deliverable completion report Updated deliverables log	Quality check confirmed in writing. Deliverable reports issued and filed in project file store	Deliverable completion sign off

## Duration

12 months, renewable for equivalent periods up to the end of the project

## Qualifications

### **Academic Degree / Level & Years of Professional Work Experience:**

- Bachelors' Degree or Master's Degree in Computer Science/Engineering, Project Management, Business/Public Administration or other relevant discipline.
- Recognized project management certification (PMP preferred). Exposure to project management for development would be an asset.

### **Languages:**

Excellent writing skills and command of the English Language (oral and written).

## Areas of Expertise:

At least five (5) years of experience managing or controlling large complex projects.

Demonstrated experience in scheduling, monitoring and controlling complex projects and change initiatives.

General knowledge and good understanding of ICT

Experienced with managing remote meetings and working sessions

Experience working with a wide variety of stakeholder from several disciplines, Organizations and cultures.

Experience undertaking multilateral funded projects would be a distinct advantage

## Skills:

- Competence with managing stakeholder, client and supplier relationships;
- Working computer proficiency, including the ability to utilize MS Suite. Expertise in the use of the MS Office Suite and MS Projects
- Excellent problem-solving skills
- Excellent communication skills, in particular, reading and writing, speaking and listening, understanding of the purpose, audience and appropriate tools and good at knowledge sharing
- Proven track record of working effectively within multi-disciplinary teams.
- Good organizational, analytical, team-building and negotiating (including conflict resolution) skills
- Excellent Public Speaking and Presentation skills

## Type of Consultancy

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Individual (independent contractor)

## Reporting

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The Consultant will report to the Project Director – Project Execution Unit (PEU) for the Security Strengthening Project (SSP) and work directly with the PEU team and all the Technical working groups (TWGs)

He/she will liaise and consult with the Ministry of National Security and the Agencies involved in SSP on matters relating to the Project, as necessary.

## Location

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Offices of MNS and PEU, with mobility as needed taking into account the locations of the various stakeholders and other scenes of action, and demands of the assignment, day to day. Consultant's premises as necessary.



## Payment Schedule

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Client will be invoiced monthly for the consulting services and approved expenses. Invoices will be accompanied by the monthly status reports as per the POM. Invoices are due upon receipt.