

Terms of Reference

Advisor to Chief Information Officer

FSM National Government

Location: Department of Transport, Communications & Infrastructure – Communications Division (DTC&I)

Duration: Initial contract duration of 24 months full time.

A. Background

The FSM has received financing from the WB for the Digital FSM Project (P170718). The Digital FSM Project has four components being (1) National Digital Connectivity Infrastructure, including Fiber to The Home (FTTH) and broadband connectivity for the Outer Islands; (2) Digital Government Platform; (3) Enabling environment for digital government and the digital economy; and (4) project management. Detailed information on the project components is provided in Annex 1. The Project development objective is “to increase access to more affordable internet, promote private sector investment in digital services and improve Government’s capacity to deliver digital government services.” The Digital FSM project was approved by the WB Board in March 27, 2020 and was declared effective in May 2020.

The Digital FSM Project has 5 Implementing Agencies (IAs), FSM Telecommunications Cable Corporation (or FSMT Cable), the Telecommunication Regulation Authority (TRA), the Department of Health and Social Affairs (DoHSA), the Department of Transportation Communications and Infrastructure (DTC&I) and the Department of Finance and Administration (DoFA). The Department of Justice (DOJ) is also closely involved in supporting DTC&I in developing the legal and regulatory instruments which form part of the enabling environment for digital government. The Digital FSM project will be implemented over a six-year period. The lead implementing agency is DTCL, which will oversee the implementation of all components. FSMT Cable is responsible for implementing Component 1. DTCL is responsible for Component 2 and Subcomponents 3(a), 3(b) and 4(a). The TRA is responsible for Subcomponent 3(c). The DoHSA is responsible for Subcomponent 3(d), which is focused on strengthening and mainstreaming gender. DoFA is responsible for implementing Subcomponent 4(b), which provides core funding for the Central Implementation Unit (CIU) located within DoFA.

B. Digital Transformation

Digital transformation is a key enabler in the definition of the relationship between the Citizen and the Government; when well implemented it can transform the lives of the citizens and the function of Government, whilst also enhancing social and civil inclusion for everyone. Transforming the manner in which the Government functions will additionally enhance the working environment of those in Government.

Transformation is not website design or simply digitizing forms but a root and branch analysis of the existing traditional interactions and processes used to deliver benefits to inform design and delivery of streamlined, secure digital services; this needs a holistic approach covering people, process *and* technology.

The end deliverables from a transformational strategy are supporting common platforms such as payments, digital identity, integration, hosting & security. These can be used to deliver secure, efficient services to the citizens and businesses in the FSM such as:

- An online portal for government to citizen and business information with tools and guides. This will cover FSM's National and State functions including tax and healthcare.
- An online single window to Government services such as starting a business, applying for a visa, passport or driving license.
- Digital payments facilities to replace the current cash-based processes.
- Online filing of returns for tax and benefits

C. Background

Through a Presidential Order on November 11, 2019, the new Information and Communication Technology Unit was established under the Division of Communications. This Unit is headed by a Chief Information Officer (CIO) and will take the lead on Government Digital Transformation. As this is a new Unit that will be advancing new areas of policy and implementation, the Communications Division is seeking an advisor to the CIO.

The Advisor will help the CIO realize the vision for digital transformation through consultation with key stakeholders in order to determine a prioritized set of requirements. The Advisor will be expected to assist the CIO in undertaking a process mapping exercise to produce a comprehensive "as-is" model of the current processes. This will then be developed into a "to-be" model which aligns with the vision and requirements whilst also delivering defined, measurable and strategic business benefits.

The Advisor will be responsible in assisting the CIO for the development of a strategic framework which encompasses the organizational, process and technical deliveries for the National and State governments. This framework will include common development and delivery standards, hosting, network and cyber security infrastructure and the strategy for the delivery of common platforms to support shared services including Digital Identity.

The framework will also need to encompass any legal and regulatory requirements resulting from the to-be model; it will need to ensure that core principles are supported within the framework including privacy by design. The draft framework should be shared with stakeholders and their feedback / input addressed in the final framework.

The Advisor will be expected to assist the CIO for the production of a plan to deliver the vision which will quantify the human resource, financial and organization change requirements. The responsibilities of the Advisor include supporting the CIO across the following priorities:

- Delivering transformative change enabled by people, process and technology.
- Providing technical strategy and direction in line with DTCl, National and State government objectives
- Developing and managing transformational strategy and direction that leads to the delivery of new services for citizens and business such as digital payments, online applications and tax filings.
- Setting policies and objectives in support of these strategies in practices including:
 - transformational government,
 - architecture management,
 - project management,
 - availability management,
 - performance and capacity management,
 - security management,
 - service design,
 - hardware infrastructure and software solutions.
- Ensuring deliverables are delivered to plan.
- Ensuring deliverables meet quality standards
- Ensuring effective management of technical specialists
- Setting objectives and goals, performance targets and appraisals
- Ensuring knowledge transfer and training to team members.

D. Scope of Work

Create a digital delivery function

A function needs to exist in the National and State governments to take responsibility for the digital transformational government strategy, execution and delivery. This will be resourced in accordance with the priority activities – for instance content editors, business analysts, service designers, user researchers, and agile delivery teams.

Process analysis and re-design

- Undertake a discovery of the current “as-is” government processes.
 - Determine the key areas for improvement, consider efficiencies with regards to time, resources and costs.
 - Confirm user/stakeholder needs that might be met through government service improvements.
 - Undertake extensive consultations with all government departments and user research sessions with citizens across the States.
- Define a “to be” target operating model.
 - This will be a consultative process addressing impacts and needs from the discovery
- Develop a strategy for delivery of the “to be” target operating model.
 - Consider phasing the delivery, realizing and measuring benefits and technical constraints (see below).
 - Identify exemplar digital services that can deliver early benefits.

People and Skills

- Establish a core digital government competency
 - Determine the skills and experience of the team.
 - Focus on both business process *and* technology.
 - Establish program board with representatives from key stakeholders.
 - Consider how external consultants can mentor existing civil servants.
- Establish digital leaders within the individual government departments to act as subject matter experts and points of contact.
- Establish a skills academy within government to ensure all stakeholders have sufficient skills
 - Align ICT curriculum in schools to provide relevant skills in the future.

Technology

- Determine the platform requirements to deliver the “to be” target operating model.
 - Consider Government as a platform to support payments, Digital Identity, Content portal, attributes, notifications etc.
- Determine areas of commonality for service delivery and common standards
- Consider the impacts of diverse geographic locations with the FSM.
 - Consider Networking, hosting, software components, hardware and business continuity.
- Define a roadmap for technical implementation including options for an incremental approach to support exemplar digital services.
 - Consider function, data protection and cybersecurity, geographic limitations and implementation costs.

Collaboration, consultations and reforms

- Work closely and facilitate consultation and awareness raising across the National and State governments; assist with citizen engagement processes, including information gathering and Monitoring and Evaluation (M&E) processes.
- Assist with identifying gaps or weaknesses in the legal and regulatory enabling environment for digital government, including information governance, data protection, cyber security, cybercrimes and e-transactions
 - Support CIO and DTCl to recruit experts to assist with legal and regulatory reforms
- Support DTCl to develop and implement effectively the Implementation Agreements between the National and State Governments as they apply to digital government and the digital transformation agenda.
- Work with the Centralized Implementation Unit Safeguards team to support DTCl to ensure that the Digital FSM Environmental and Social Management Plan, Stakeholder Engagement Plan and Labor Management Procedures are implemented effectively as it applies to Component 2 and Subcomponents 3(a), 3(b); most notably the engagement of stakeholders in the process as per the Stakeholder Engagement Plan.
- Support DTCl to achieve the Digital FSM gender actions as they apply to Component 2 and Subcomponents 3(a) and 3(b).

E. Skills, Qualification and Experience

Mandatory:

The successful candidate shall demonstrate:

- relevant professional qualifications, which may include (but not limited to) university level qualifications in public administration, commerce, business, law, engineering or computer science; and
- at least 10 years relevant professional experience leading relevant digital transformation projects with a value of at least USD20M or equivalent.

The successful candidate shall also demonstrate relevant professional experience in the following areas:

- running transformative programs at a national or regional level, delivering change through policy and strategy.
- carrying out analysis of current process and future process modelling.

- definition, design and delivery of population-scale programs.
- building and motivating successful delivery teams.
- communicating effectively across organizational, technical and political boundaries
- managing and delivering policy, regulatory and legal reforms, especially managing multi-partner, community and stakeholder consultation processes.

The consultant shall be fluent in English language and demonstrate excellent written and oral communication skills.

F. Duration and Location

The duration will be two years with a potential third year based on performance. The position is located in Pohnpei, Federated States of Micronesia, subject to the availability of the consultant to travel to Pohnpei including due to any restrictions which may be imposed from time to time due to the COVID pandemic. Travel, including to the other three states of FSM, may be required from time to time and will be funded by the project.

G. Labor Management Procedures

The consultant will be subject to the rights and obligations of the Digital FSM Labor Management Procedures, including health and safety protection while working in FSM, grievance redress and a project workers' code of conduct.