Project Manager - Short-Term Consultancy
(Post-Launch Development Support for PNG Digital Transformation Initiative)

PROJECT: Digital Connectivity and Cybersecurity Partnership (DCCP)-Pacific

COUNTRY OF ASSIGNMENT: Papua New Guinea

Introduction:

Nathan, a Cadmus Company, is a leading provider of analytic and economic consultancy services worldwide. In the past decade, we have implemented more than 120 projects in more than 50 countries leveraging our global presence in Washington DC, London, and India. From improved transparency and deeper stakeholder engagement to more effective policies and more resilient businesses, we deliver results that impact economic growth, human development, and poverty reduction.

Nathan is implementing the USAID Digital Connectivity and Cybersecurity Partnership (DCCP)-Pacific Activity, a five-year activity across 12 Pacific Island Countries headquartered in Suva, Fiji. DCCP-Pacific seeks to improve digital access and connectivity and support the efficient delivery and use of digital services throughout Pacific Island Countries. DCCP seeks to improve the digital ecosystem by (1) improving broadband access, resulting in more secure and affordable services; (2) amplifying successful public-private initiatives, resulting in a strengthened regulatory and legal framework for regional alignment; (3) advancing digital government services; and (4) enhancing essential digital skills of civil servants, officials, and citizens, supporting the next generation of ICT specialists.

Nathan is seeking a qualified Short-Term Technical Assistance (STTA) Consultant for a Project Manager position for DCCP-Pacific Activity. The Consultant will support the post-launch development and maintenance activities of newly launched digital government services and portals namely, SevisPortal, SevisPass, and SevisWallet, in compliance with the Digital Transformation Policy, the Digital Government Plan 2023-2024, relevant industry standards, and the Papua New Guinea Government Technology Stack.

The Consultant will be based in Papua New Guinea in person and embedded with the Papua New Guinea Department of Information and Communications Technology and work closely with the PNG DICT management and project team to ensure project deliverables are met. The assignment timeframe will be twelve (12) months, divided into four (4) periods of 3 months, where a performance assessment will be done based on the completion and effectiveness of agile sprint cycles.

1. This Terms of Reference (TOR) sets out the conditions governing the assignment of the Short-Term Technical Assistant.

2. The aims, objectives, and outputs of this TOR have been formally endorsed by the DCCP-Pacific Chief of Party (COP) on behalf of Cadmus and USAID, which oversees the DCCP-Pacific Activity. The COP, USAID DCCP-Pacific, and the Consultant can collaborate to amend this TOR.

3. This TOR and other associated documents comprising the compendium of background papers for this assignment are integral to the contract to be signed between the Consultant and the USAID DCCP on behalf of Cadmus.

Collaborating Sectors:

4. The Consultant will work closely with the DCCP-Pacific team, PNG government focal points, stakeholders, and international and regional partners to ensure effective communication and dissemination of program achievements, activities, and objectives. This will require the consultant to establish and maintain harmonious and effective relationships and to undertake duties to a high professional standard.

5. Undertaking this assignment by being embedded within the PNG DICT will require the STTA to work with and consult management, vendors, partners, and civil servants, who will be the focal points of this assignment. The Consultant will also be required to work very closely with the DCCP-Pacific team and conduct regular reporting, monitoring, and evaluation.

6. Given the nature and scope of this cross-cutting development, the Secretary and Deputy Secretary of the Papua New Guinea Department of Information and Communications Technology will be the key focal point of contact for this assignment.

7. The Consultant will be expected to work in a way that institutionalizes technical and project management skills and knowledge and ensures sustainability across all project teams of PNG DICT.

8. The Consultant will, from time to time, be required to provide support to other DCCP-Pacific activities in PNG.

Overall Aim, Background, Objectives, and Assignment Outputs:

9. **Background:**

The Government of Papua New Guinea through the Department of Information and Communications Technology (DICT) has embarked on a significant digital transformation journey that aims to use technology to bring government services closer to citizens, accelerate economic growth, and improve how citizens interact with the government. The DICT has underscored the great opportunity presented by the advancement of various digital technologies to address traditional challenges to digital service implementation and adoption such as geographical isolation, limited infrastructure, and bureaucratic inefficiencies.

The PNG government's Digital Transformation Policy 2020 set the foundation for the implementation of a comprehensive digital transformation initiative. The Digital Government Act 2022 provides the legal basis and policy direction for the implementation of digital government through the use of information and communication technologies and enables the streamlining, planning, coordination, development, and implementation across the whole government of digital services, digital infrastructure, digital skills and all other aspects of digital government and for related purposes.

The Digital Government Plan 2023-2027 is a blueprint for the government of PNG's vision for a digitally led future. It outlines key initiatives such as the development of a robust digital infrastructure, the digitalization of government services, and the advancement of digital literacy and skills development. The DICT is also focused on enhancing cybersecurity and data protection to ensure the security and privacy of citizen data.

In October 2023, PNG DICT did a pilot launch of foundational components of PNG's digital transformation initiative namely, SevisPass, SevisPortal, and SevisWallet. The SevisPortal allows for quick and efficient access to 7 digital services namely applying for police clearance, paying for water, power, and post box bills, and applying for an MRN. The SevisPass serves as the digital ID which can be used to access digital services on the SevisPortal. This makes accessing future digital services more streamlined and efficient. The SevisWallet serves as a container or digital vault for SevisPass and this app is envisaged to hold other important documents in the future, increasing the security authenticity of personal information while allowing appropriate accessibility.

10. **Objectives:**

The main objective of the Consultant will be to support the post-launch development and maintenance of SevisPortal, SevisPass, and SevisWallet in compliance with the Digital Transformation Policy, the Digital Government Plan 2023-2024, the banking industry standards, and the Papua New Guinea Government Technology Stack, including the Joget Service Builder Development platform and the GovStack Building Block framework.

11. Scope of Work

I. Project Leadership and Management

    a. Provide overall project leadership by defining project scope, goals, and deliverables that support business goals in collaboration with senior management and stakeholders.

    b. Oversee project teams, including the Chief Developer, Stakeholder Manager, Government Cloud Manager, and Communications Manager, ensuring effective collaboration and integration of efforts.

    c. Develop and maintain project plans, schedules, and other documentation.

II. Stakeholder Engagement

    a. Lead stakeholder engagement efforts, including identifying stakeholder groups, conducting meetings, and ensuring stakeholder requirements are adequately met throughout the project lifecycle.

    b. Manage stakeholder expectations through clear and consistent communication and regular updates.

III. Design and Development Oversight

    a. Oversee the agile post-launch development activities to undertake additional upgrades to onboard additional citizen services to broaden the use cases for SevisPass and SevisPortal.

    b. Ensure project milestones are met and align with the strategic objectives of the digital government framework.

IV. Quality Assurance and User Acceptance

    a. Establish metrics and mechanisms to monitor the impact and effectiveness of current digital services.

    b. Coordinate user acceptance testing to ensure the developed solutions meet or exceed stakeholder expectations and functional requirements.

    c. Implement quality assurance processes to maintain high standards of reliability, functionality, and user experience.

V. Training, Capacity Building and Change Management

    a. Oversee the development and delivery of training programs for stakeholders and backend users, ensuring they are well-prepared to use and manage the new systems.

    b. Ensure that all project team members are effectively informed and educated about their roles and responsibilities related to the project.

    c. Develop and implement change management strategies to ensure the adoption and impact of digital services.

VI. Communications Management

    a. Develop and implement a communication strategy that includes project status, milestones, and decisions for all stakeholders and team members.

    b. Manage internal and external communications, maintaining transparency and clarity

throughout the project duration.

Assignment Outputs:

12. The main outputs of the assignment will be:
    I.   Development of an overall plan for Project Management support provision to DICT.
    II. Project initiation document
    III. Project plan and schedule
    IV. Monthly progress reports
    V.   Final project report
    VI. Regular reporting, monitoring, and evaluation.

13. **Output schedule:** The assignment is divided into four [4] phases. The schedule set out in **Table 1** below is subject to modification according to discussions between all counterparts and the Consultant during the inception phase.

14. **Length of assignment and performance/outputs-based inputs:** The assignment timeframe will be for a period of twelve (12) months, divided into four (4) periods of 3 months, where a performance assessment will be done based on the completion and effectiveness of agile sprint cycles.

15. **Key Deliverables**

    I.   Successful completion of the planned post-implementation activities on time, within budget, with the allocated resources.

    II. Formulation of detailed project documentation on post-implementation project plans, status reports and risk assessments.

    III. Effective training and support materials for all backend users and stakeholders developed.

Table 1: Output Schedule

Output	Deadlines - working days after commencement (240 – 249 working days in a year)	Other Assistance under the Funding Arrangement
Quarter 1 Agile Sprint: 60 Days/3 Months	60 Days/3 Months	
Quarter 2 Agile Sprint: 60 Days/3 Months	60 Days/3 Months	
Quarter 3 Agile Sprint: 60 Days/3 Months	60 Days/3 Months	
Quarter 4 Agile Sprint: 60 Days/3 Months	60 Days/3 Months	

Institutionalization, Outcomes, and Method:

16. **Institutionalization:** The Consultant is expected in the conduct of this assignment to be beneficial to the capacities and capabilities development of staff who will be working closely with the Consultant and, thereby, to make significant progress towards the institutionalization within the key DICT and key Government Ministries/Agencies of the selected countries in particular, of the technical knowledge and skills necessary to carry out from time-to-time the main tasks of this assignment.

HR Requirements and Selection Criteria, Assignment Length and Locales, and Reporting:

17. **Composition:** The Consultant recruited for this assignment should be highly knowledgeable in managing projects in a digital and ICT environment, preferably national-level digital transformation projects.

18. **Selection criteria:** The Consultant selection will be based on the following criteria:

    I. **Work experience**: The Consultant should have more than five (5) years of work experience that is clearly relevant – in terms of substantive technical content, scope, and level(s) - to the work outlined in this TOR.

    II. **Developing and developed country experience**: The Consultant should have demonstrable project management experience working in both Pacific Island Countries and Developed countries, in the development and deployment of national digital transformation projects, digital hosting infrastructure, design and development of software solutions, and stakeholder management.

        a. Possess both Public and Private Sector experience in project managing end-to-end digital transformation projects.

        b. Good understanding of regional/national development goals/priorities, particularly the Pacific ICT/digital landscape.

        c. Shows experience in the region and understanding the culture and dynamic of the Pacific elements of life.

    III. **Qualifications and Experience**: The Consultant should possess the following qualifications degree in a relevant discipline with appropriate experience.

        a. A bachelor's degree in computer science, information systems, or Software Engineering together with strong project management experience in national digital transformation projects. Other relevant qualifications coupled with project management certifications and experience.

        b. Extensive experience in project management within the IT sector, preferably in government or large-scale digital transformation projects.

        c. Demonstrated ability to lead and manage large, diverse project teams and multi-stakeholder initiatives.

        d. Strong understanding of software development processes, digital infrastructure, and public sector IT deployments.

        e. Excellent communication, negotiation, and interpersonal skills.

    IV. **Substantive knowledge**: The Consultant should have strong and up-to-date knowledge of ICT and project management and a reputation in the industry as a leader in these fields, as demonstrated by the level and type of work he or she has done in *both* developed and developing countries in the Pacific.

        a. The Consultant should also possess up-to-date knowledge and understanding of the relevant literature and key development issues, such as capacity and institution building, institutionalization, and sustainability.

        b. The Consultant should have a thorough understanding of the differences and interdependencies between policies, plans, legislation, and strategies and be able to judge the balance between bottom-up and top-down developments in these fields in different circumstances.

        c. Ideally, an understanding of the political, economic, and social context of the Pacific.

V. **Analytical capability:** The Consultant should show that he/she can analyze complex problems and produce practical and workable solutions.

    a. Particularly, the Consultant should have demonstrable project management experience in the Information, Communications and Technology Sector.

    b. Deep expertise in the components that enable digital transformation and capability with experience in leadership, management, and delivery of digital services through business transformation.

VI. **Performance under pressure:** The Consultant will be expected to have a consistent record of producing outstanding performance under pressure and of working with senior government counterparts. As this role will involve continuous collaboration with Senior Government officials, the Consultant would have demonstrable experience in Senior Executive/Management that can manage and influence strategically (Ministers/Chief Executives) and all stakeholders and communicate with clarity (operationally) in delivering outcomes.

VII. **Judgment**: The Consultant should be capable of making independent judgments, should have the ability to lead discussion, influence, and develop consensus on difficult and controversial issues, and to balance and mediate multiple stakeholder expectations and objectives.

VIII. **Local Counterpart Support**: The Consultant should be able to build strong working relationships with dedicated local staff in Papua New Guinea and the DCCP-Pacific Team.

IX. **Knowledge and skill transfer**: The Consultant should be able to convey their knowledge and skills to others effectively and to mentor and guide counterparts concerning their professional development, for the benefit of the host countries and all other stakeholders, the sector, the economy, and society. Should have experience in participating in knowledge and skill transfer tasks on previous projects or other related assignments.

X. **Written and oral communication capabilities**: The Consultant must be able to express complex ideas—both in writing and orally—clearly and in plain English to various audiences, including government officials, telecom/technology staff, community groups, entrepreneurs, donors, and other professionals.

XI. **Interpersonal and intercultural skills:** The Consultant should possess excellent interpersonal and intercultural skills, be able to manage questions of national and organizational culture effectively, and build effective and harmonious working relations with clients and counterparts.

XII. **Leadership:** The Consultant should possess strong leadership qualities and the ability to work in and manage teams. He or she should also be able to work effectively in a matrix management environment or one that has multiple lines of reporting.

    a. The Consultant would have demonstrable experience in the mechanism of Government and an understanding of the operating delivery model in a complex policy environment – particularly in the inter-agency area.

    b. Organizational leadership and management experience in building vision, purpose, and functional outcomes for Organization and people development.

    c. A strategic thinker with experience in planning and delivery can work inclusively with others to achieve shared goals as a team.

Assignment Commencement, Length, and Locales:

19. The assignment will be carried out in the six PICs and/or remotely for 45 days (about 5 months) split into 3 phases as set out in **Table 1** above. The assignment timeframe will be twelve (12) months, divided into four (4) periods of 3 months, where a performance assessment will be done based on the completion and effectiveness of agile sprint cycles. It will commence on a date agreed to by DCCP Pacific, Cadmus HO, and the PNG DICT. The place of performance will be in-person, based in Port Moresby, PNG.

Reporting:

20. **Principal counterparts:** In the first instance, the Consultant will report to the Secretary of PNG DICT or his nominated person, DCCP-Pacific COP, or nominated representative and the government's key focal point for this assignment. The Consultant will work closely with other counterparts as

designated from time to time by the principal counterpart.

21. The Consultant will also provide a brief high-level weekly report to USAID DCCP-Pacific.

22. **Workspace and appointments:** The Consultant will be provided with a workspace at the PNG DICT Office.

23. **Communication:** The Consultant will collaborate closely with the counterparts listed in this TOR.

Application Process:

24. Interested candidates must submit a cover letter and CV to **sheik.saheb@cadmusgroup.com** with a copy to **amy.conlee@cadmusgroup.com** - Please indicate **"Project Manager – DCCP Pacific & PNG DICT"** in the subject line. Applications are due on December 31, 2024. Only finalists will be contacted for an interview by January 2025.