



INVITATION OF PROPOSAL

for

**Preparation of a Medium Term Corporate Plan for
National Information & Communications Technology
Authority**

TERMS OF REFERENCE

CONSULTANT - CORPORATE PLAN DEVELOPMENT FOR NICTA

1.0 Background

The National Information and Communications Technology Authority (NICTA) is a statutory authority created by the National Information and Communications Technology Act 2009 (“the Act”) as an Independent regulatory authority. NICTA is the primary regulatory authority of telecommunications, radiocommunications and broadcasting and the information and communications technology industry generally in Papua New Guinea. The functions and powers of NICTA are set out in Part II of the Act. The primary objective of the Act is to ensure that the ICT industry contributes to the greatest extent possible to the long term economic and social development of Papua New Guinea.

However, the sector is also regulated by the Independent Consumer and Competition Commission, which has concurrent jurisdiction over the Information Communication Technology (“ICT”) sector by virtue of its national oversight over competition. The areas of jurisdiction of each tend to depend on whether a matter constitutes a merger of regulated entities, the acquisition of control, and anti-competitive conduct by licensees.

Even in this regard NICTA maintains an interest, but it is primarily a forward-looking regulator, with ex ante jurisdiction. Objects to be considered by NICTA under the Act include the promotion of competition in the sector generally, encouraging investment, promoting open access and non-discrimination in the provision of both services, policy advice, licensing, spectrum and numbering resources management, consumer protection, universal access services, international collaboration and standards. NICTA also regulates technical matters such as type approval, spectrum (administration and licensing) and the allocation of numbers and is also responsible for licensing, compliance, monitoring, complaints, sanctions, and making regulations.

NICTA also provides policy advice and is required to carry out government policy as notified by the Minister from time to time. NICTA’s organization structure is appended at Annex 1.

2.0 Purpose

The purpose of the consultancy is to assist and support NICTA to develop a Corporate Plan to achieve the NICTA’s statutory objectives and efficient performance of its functions as articulated in the Act. The substantive outcome will be a [three/five yea] Corporate Plan for the period 2021-2025 in line with NICTA’s legal mandate including institutional arrangements, specific activities, proposed programs, timelines, targets and detailed costing. The consultant should also provide a communication and monitoring plan.

Additionally, to examine the activities of the organization, assess its strengths and weaknesses and to prepare its Corporate Plan to enable the transformation of NICTA as efficient, vibrant, respected and leading regulator.

3.0 Scope of Work

The consultant will work with and support NICTA’s Corporate Planning Committee (NCPC) in the development of the Plan. The Consultant will lead and guide the process of developing the full [five/three] year Corporate Plan. This will include:

- A review of NICTA plans, policy, laws and regulations, rules, guidelines, approaches and other relevant documents
- Understand and development of background and the environment
- Development of a sound methodology for the Corporate Plan for how NICTA can most effectively meet its statutory objectives
- Analysis of external environment, regulatory, technology, policy etc in PNG and abroad bringing out clearly the way they are carrying out the business and what can be adapted by organisation vis-à-vis the SWOT analysis, including the risk management policy for the organization.
- Situational analysis, including identification of constraints and opportunities for effective and efficient regulation for development, competition promotion, efficient resource allocation and work force enhancement
- Necessary organizational restructuring
- Plans for new programmes and strategies that address constraints and create the needed support systems and incentives
- Development of a Purpose, Vision, and Mission Statement, strategy
- Clarify through participatory process with key stakeholders (Ministry, Department of Information and Communications, NICTA Board, Management Staff and the NCPC) the vision for the transformation
- Development of strategic solutions, plan and results framework, validation, finalization and costing of a Corporate Plan including log frame, and a detailed implementation plan for 2021-2022 and general activities for 2021-2025
- Define indicators to measure our performance against strategic goals, targets, benefits
- Monitoring and evaluation strategy and communications plan.

4.0 Specific Tasks

The Consultant will:

- Conduct a two/three day Corporate Planning Workshop for the NICTA Board, Senior Management and the NCPC and develop a Draft Outline of Corporate Plan as a key deliverable of the workshop.
- Assist NCPC to further develop and refine the Draft Corporate Plan and consult with stakeholders.
- Analysis of External environment and SWOT analysis.
- Carry out desk review of documents relevant to an understanding of the mandate, legal framework and context of NICTA. These will include the any legislation governing the Information and Communications Industry. Annex 2 provides a partial list of documents to be reviewed.
- Review other current and relevant policy frameworks, laws, strategies and plans.
- Development an understanding of the current situation of the ICT sector in PNG, the regulatory landscape, sector policy, competition settings, digital economy and workforce enhancement.
- Consult and discuss with management and staff of NICTA and the NCPC to build a common approach to the assignment.

- Conduct a needs assessment of NICTA, which will include a review of NICTA structure, critical capabilities, risks oversight and management and institutional arrangements including cooperation with other regulators/stakeholders.
- Restructure Plan
- Develop the Final Corporate Plan for discussion with the Board, Management, NPC and NICTA staff.
- Finalise the Corporate Plan.

5.0 Work Schedule and Deliverables

5.1 Consultation

Consultant through the NCPC will consult with NICTA Board, Management and staff on the drafting of the Corporate Plan in accordance with this TOR. An initial Corporate Planning Workshop should be conducted week commencing 22nd March 2021.

5.2 Inception Report and Draft Corporate Plan Outline – 31 March 2021 (20 % of contract amount)

Inception Report - This report should include comprehensive desk review of documents relevant to an understanding and execution of the assignment and elaboration of a methodology/action plan and work plan. An Outline of the Draft Corporate Plan outline should be included and provided in the Inception Report.

5.3 Draft Corporate Plan – 30 April 2021 (30% of contract amount)

Draft Plan will be prepared and circulated to Board, Management and staff by end of April 2021 for further input. The Draft Report should be at an advanced stage of completion including all relevant sections and will be availed to reviewers for feedback and will also form the basis for the consultations.

5.4 Revision of the Draft Corporate Plan June 2021 (50% of contract amount)

Final Draft to be presented for consideration by 30 June. The final Corporate Plan should also be presented in one page summary as well.

The final product of the process will be a final draft of the 2021-2023/2025 Corporate Plan for NICTA.

Features of the final draft will include, among other things:

- An executive summary
- A succinct review of the context of ICT development in PNG
- An overview of the mandate of NICTA and the implications for its organization and relation with partner entities
- A needs assessment and strategic analysis for NICTA
- NICTA's corporate approach
- A succinct Purpose Statement
- A succinct Vision Statement (should be easy to remember)
- A succinct Mission Statement

- Key Strategic Priorities A detailed implementation plan which will include all implementable strategic priority activities that balance the short term quick results and long term strategic work that deliver the most results within the capacities and resources and time frames for 2021-2022 and general activities for the following years
- Logical Framework for the implementation of the Corporate Plan including Key Result Areas (KRA). For each KRA – A Strategic Objective, Priorities, Action, Key Performance Indicators and strategic risk should be provided.
- Time-frame for the delivery of each year's strategic objectives
- Monitoring and Evaluation strategy

5.5 Finalise and Launch Corporate Plan

Approval by the Board and official launch July 2021

6.0 Commitment to Quality of Work

The Consultant shall ensure the highest standard of work and timely deliverables at every stage of this assignment. In particular, the Consultant shall ensure clarity of objectives and process during consultations, counter-check all facts; ensure that the content and format of the Corporate Plan meets the highest standard for such documents; and ensure proper editing and clarity.

7.0 Reporting Requirement

The consultant will report directly to NCPC which is headed by Chairman as the Project Manager. The Chairman who will act on its behalf and will be responsible for supervising all work related to this project. All reports and presentations must be approved by NCPC in order to be finalised.

NICTA may provide to the Consultant such reasonable office space, equipment and access, if required during any visitation, to enable the Consultant to perform the tasks contemplated in this TOR.

The consultant will be required to provide his/her own appropriate IT equipment such as computer or phone for works under this contract.

8.0 Qualifications & experience

The following qualifications and experience is required:

- At least a post graduate degree in a field relevant to ICT, business or economics
- At least 10 years' experience in the area of corporate planning and development in private and public sectors
- Experience and understanding of Papua New Guinea economy, regulatory systems and policies

- Strong professional knowledge of Information and Communications Technologies sector with a particular focus on regulation, policy and business.
- Experience in leading strategic planning process and good group facilitation skills
- Experience in the area of Corporate Restructuring/ Corporate Planning / Strategic Planning/ Business Plan.
- Excellent communication and writing skills in English

9.0 Duration

This assignment is for a total of 3 months with effect from March 2021 and must be completed by June 2021.

10.0 Remuneration

Upon the satisfactory delivery of the indicated outputs the consultant will be paid the agreed amount in three lump sums.

11.0 Recommended Presentation of Offer:

Interested individual consultants must include the following documents when submitting the Proposals. (Please note that only 1 file can be uploaded therefore please include all docs in one file):

- Personal History Form (P11), indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references.
- Brief description of why the individual considers him/herself as the most suitable for the assignment, and a methodology, if applicable, on how they will approach and complete the assignment.
- Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs.

12.0 Criteria for Selection of the Best Offer:

Combined Scoring method – where the qualifications and methodology will be weighted a max. of 50%, and combined with the price offer which will be weighted a max of 50%.

13.0 Scope of Price Proposal and Schedule of Payments:

The price offer should indicate a lump sum amount where the payments are linked to deliverables. This contract price is fixed regardless of changes in the cost of components. The lump sum amount must be all-inclusive, indicating consultancy fees and any other costs.

14.0 Date for submission of proposal

The Proposals must be sent to NICTA Headquarters office on or before 24 March, 2021 by 1600 hrs. The proposals to be sent in hard copy by post/courier/by-hand or by email.

Enquiries & submission of proposals should be addressed to:

Manager Special Projects

NICTA

PO Box 8444

BOROKO 111, National Capital District

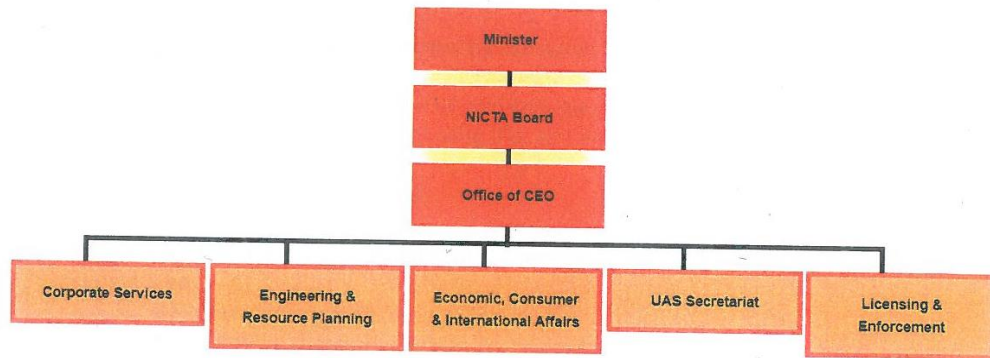
Papua New Guinea

Tel: +675 3033201

email: kaluvula@nicta.gov.pg

Annex 1

Organizational Structure – NICTA



Annex 2

Indicative key guiding documents to be consulted

The consultant will review the following documents:

- The National ICT Act 2009, the legislation that established NICTA and the ICT regulatory framework for PNG
- Other relevant legislation ICT sector such as ICCA Act,
- The policies and strategies of relevant government agencies such as the Digital Government Policy, ICT Policy 2008 (Department of Information Communications Technologies), Development Policies (Department of National Planning and Monitoring), Independent Consumer and Competition Commission, Fiscal Policy and National Competition Policy (Treasury),
- NICTA Universal Strategic Action Plan 2018-2023

NB. This list is not intended to be exhaustive. The Consultant has the responsibility to consult all documents necessary for the successful completion of this assignment.