TERMS OF REFERENCE

JAMAICA: FOUNDATIONS FOR COMPETITIVENESS AND GROWTH PROJECT
Loan No.:8408-JM

Assignment Title: BUSINESS ANALYST/QUALITY ANALYST – DOING BUSINESS REFORMS
Reference No. (as per Procurement Plan): FCG/CON/067

1. BACKGROUND

The Government of Jamaica has secured a loan from the World Bank to finance a project entitled Foundations for Competitiveness and Growth (FCG). The Project Executing Agency is the Planning Institute of Jamaica (PIOJ) with key Project Components to be implemented by the Jamaica Promotions Corporation (JAMPRO) and the Development Bank of Jamaica (DBJ) as the Lead Coordinating Agencies. The overall objective of the project is to strengthen the business environment in Jamaica for private sector investment by promoting broad-based private sector-led growth, improving the investment climate, modernizing infrastructure and logistics, as well as enhancing entrepreneurship and competitive industries.

Component 1 of the project, which is coordinated by JAMPRO, seeks to enhance competition in the business environment. The initiatives under the project are expected to strengthen the enabling environment for private sector competitiveness to help Jamaica unleash its potential for productivity and growth.

JAMPRO, as Secretariat of the National Competitiveness Council (NCC), is driving reforms across several areas of Government. One of the major elements of these reforms are the introductions of e-service to the business community. Under the FCGP, support is being offered to five major projects that will facilitate the creation online systems across Government. The projects are:

Project Name (Owner)	Project Description	Current Status (April 2020)
National Spatial Planning Information Technology (NSPIT) Platform. (Ministry of Economic Growth and Job Creation)	The project involves the development of the National Spatial Planning Information Technology (NSPIT) Platform. It will be used to disseminate planning information to guide spatial development at the national, regional and local levels.	Development work has started.
Enterprise Content Management System for The Fair Trading Commission and Consumer Affairs Commission	The purpose of this contract is to procure an Enterprise Content Management System to replace all existing case and document management systems in Fair Trading Commission and Consumer Affairs Commission.	Procurement is underway
National Business Portal – IT Platform Phase 3 and 3B (JAMPRO)	The project involves the creation of online systems for key Government processes that will allow for applications to be received, processed, tracked and decisions delivered in real time. Phase 3 will focus on the first eight business processes while Phase 3B will focus on another 6-8 processes.	Functional and Non-Functional requirements being developed for Phase 3. Phase 3B expected for the end of FY 2021/22

Upgrade of Laws Online Jamaica (Ministry of Justice)	This involves the creation of a single searchable repository for all laws (legislation and regulations) in Jamaica.	Not yet Started (expected for FY 2020/2021)
GOJ Land Bank (National Land Agency)	The Land bank is meant to be a single repository for information on all available lands owned by the Government. The repository will be updated remotely by each GoJ Landowner and will be available to certain categories of public and private sector stakeholders.	Not Yet Started (expected FY 2021/22)
Upgrades to the Electronic Business Registration System (Companies Office of Jamaica)	The system will be upgraded to allow for name search algorithms that will eliminate the need to check manual on whether the requested names meet legal requirements or is not already in use.	Not Yet Started (expected FY 2022/23)

Other projects may be added as implementation of the FCGP continues over the next three years.

2. OBJECTIVES OF THE ASSIGNMENT

The objective of the assignment is to provide overarching technical support to all phases of systems development for assigned projects.

3. SCOPE OF WORK

The Business Analyst/Quality Analyst has the overall responsibility for the Functional and Non-Functional Requirements, User and Training Documentation, User Acceptance Testing (UAT) and Go Live Phase of the projects. The Business Analyst/Quality Analyst is expected to work closely with technical officers from the various contracted parties developing systems for the assigned projects, the respective project owners and eGov Jamaica Limited.

In meeting the stated objecties, the BA/QA is expected to:
- Develop a work plan outlining the schedule of activities and milestones for each of the assigned projects for review of the project owners and monitor activities against the approved version;
- Provide overall project management services for the system development including management of the project schedule in collaboration with the project manager of the overall project;
- Develop the requirements package for each project to include business use cases, stakeholder requirements and business requirements, as well as functional and nonfunctional requirements.
- Assess and highlight potential resource gaps (human or infrastructural) for the implementation of projects – with recommendations to address said gaps;
- Lead quality assurance testing;
- Lead User Acceptance activities within the assigned projects;
- Develop and conduct training courses/workshops and training materials to support project implementation;
- Provide ongoing advice and guidance during pre-development, development and launch phases;
- Provide reports on progress of implementation as required.

In addition, there are some specific functions in respect of configuration/implementation and the management of UATs that must be taken into consideration as follows:

Configuration/Implementation:
1. Liaise extensively across GOJ and with third party vendors to ensure compatibility and functionality with relevant systems.
2. Provide inputs to the conversion, configuration, training, testing and implementation plans.
3. Define solutions/strategies to address issues of concern in the client environment which could hamper/impede the project implementation process.
4. Work closely with relevant stakeholders, including projects owners, project participants, developers and a variety of end users to ensure technical compatibility and user satisfaction.

User Acceptance Testing:
1. Develop/Review User Acceptance Test (UAT) Strategy, Test Plan and test cases to provide direction for effective execution.
2. Create and maintain documents such as Issue/Variance Logs, Testing Summary Reports, process flows to reflect any changes made and the outcomes of the UAT.
3. Provide screenshots to document the processes in the online system.
4. Develop, document and maintain functional test cases and other test mechanisms like the test data, data validation and scripts.
5. Execute the User Acceptance Testing Process in keeping with agreed Strategy.
6. Liaise with project owners in identifying UAT participants.
7. Ensure that validated deliverables meet functional and design specifications and requirements.
8. Identify potential defects/risks with the system and manage the resolution of the fix before product Go Live.
9. Review and provide feedback on training materials.
10. Instruct users on how to conduct tests.
11. Ensure knowledge transfer of the system to the project owner's technical project team and administrators.
12. Document and manage the entire quality testing process, including changes to the process design.
13. Advise the GoJ on the acquisition of software to facilitate quality testing.
14. Provide open-source software to facilitate quality testing.
15. Drive dialogue with developers and stakeholders towards the resolution of issues.
16. Provide Go Live and Post Go live support to manage and resolve issues found in collaboration with the Vendor.
17. Ensure the successful delivery of functional and non-functional requirements of the final go live.

4. EXPECTED DELIVERABLES & PAYMENT

The Business Analyst/Quality Analyst is expected to provide clear, concise and comprehensive reports that specifically outline activities undertaken.

The key deliverables under this project are as specified in the table below.

Payment of the basic sum will be made in keeping with the submission and acceptance of the deliverables as stated below.

Name of Deliverable	Content	Time of Submission	Review Period	% Payment
Inception Report	• Review of all relevant documents on each of the projects to be implemented under the consultancy. • Situational analysis of each project owner and readiness for the project. • General approach to be applied to user acceptance testing, quality testing, training and overall project management. • A detailed work plan outlining the activities of the consultancy, including high-level milestones for each project	End of Month 1	2 weeks	4%
Monthly Reports	Each Monthly Report should contain a high-level status report on all projects giving activities undertaken and those to be done in the next period, with reference to the approved work plan. For each project (detailed in section 1), the report should include as appropriate, based on the stage of the project: - Detailed End to End Test Plan - Test Summary Reports - Quality Testing Reports - Production Readiness Report - Deployment Checklist Report - User Training Materials and Report - Post Go Live Support Report The minimum content of these sub-reports is specified below. The final monthly report should contain a summary of all activities undertaken; outcomes; challenges experienced; recommendations for future interventions.	No later than 3 days after the end of each month	1 week	96% (4 % for each month)

Minimum Content of Sub-Reports:

Detailed End to End Test Plan	The Inception Report should comprise: • The **_Detailed End to End Test Plan_** must describe the purpose of the testing, the actual test scenarios, test scripts special tools needed, resources, and criteria for success to include KPIs. This document should contain a schedule for when the testing activities will occur. It should demonstrate the role and function of testers of the test team. • Regression testing, security tests, stress/performance tests, disaster recovery checks and response strategies

Test Summary Reports	The test summary report should include:
	    • Purpose of the document
	    • Application overview
	    • Testing scope (in scope, out of scope, items not tested)
	    • Metrics (Number of test cases planned versus executed; Number of test cases passed versus failed; Number of defects identified, status and severity, defects distribution)
	    • Type of testing performed; Test Environment and Tools; Challenges
	    • Risks
	    • Lessons Learned
	    • Recommendations
	    • Exit Criteria
	    • Conclusions/Sign Off
	    • Next Steps
	The test summary report should also have an Appendix with the Updated Variance/Issues Log.

Quality Testing Reports	After each UAT conducted by the Consultant with selected stakeholders, a Quality Testing Report must be completed. The Report must include targets and performance measures developed to measure success/failure for functionality, performance, reliability, stability and compatibility with other external systems. The Report must also document the entire quality testing process with individual test reports demonstrating the results of each test, including a log of application issues and solutions employed. The report must include recommendations for a decision on whether or not to Go Live.
Production Readiness Report	Document Readiness Assessment of the system for Go Live through consultations and validation with relevant stakeholders and develop strategy for deployment with stakeholders.
Deployment Checklist Report	Document steps/procedures to be taken to deploy from staging to production environment
User Training Materials and Report	Documentation giving step by step information on how to use the system and backend. Report should include the status of readiness of the team, feedback from participants, findings from the training, recommendations, conclusions and supporting documents. This may be in collaboration with the developers based on their defined scope of work.
Post Go Live Support Report	Document issues, performance of the solution, challenges, gaps, overall recommendations for improvements and future considerations for the Jamaica Development Applications Process etc.

5. **SUPERVISION AND COORDINATION**

The Business Analyst/Quality Analyst will be contracted through the Planning Institute of Jamaica, which, as the Executing Agency for the overall project, is responsible for final approval of any contractual amendments and payment requests.

The Business Analyst/Quality Analyst will be accountable and report directly to the Jamaica Promotions Corporation (JAMPRO) and will work with the relevant Project Technical Teams for each assigned project. The designated Representative of the JAMPRO, the Supervising Entity, is the Manager of Corporate Initiatives. The Business Analyst/Quality Analyst may, from time to time, be required to provide presentations and updates to other key stakeholder pertinent to the implementation of the relevant project.

Milestones are considered met when they are accepted by the relevant Project Owner, or Technical Team, in keeping with the defined and agreed performance standards for delivery. The Deliverables will be approved by JAMPRO based on consultation with the relevant project owners.

6. **QUALIFICATION REQUIREMENTS AND CHARACTERISTICS OF THE CONSULTANCY**

The Business Analyst/ Quality Analyst will be required to provide at least three references as evidence of similar work previously conducted and have the following minimum qualifications:

1. Bachelor's Degree Computer Information Systems, Information and Communication Technology or Technical Degree (Computer Engineering etc.). [15]
2. Five years' experience in Business Analysis/Quality Assurance in automation, implementation and testing of software-based environments. [20]
3. At least five years relevant technical experience in software automation, implementation and testing, including developing test strategies, test plans and test cases and in creating and managing automated functional testing scripts. [15]
4. Three years' experience in testing multi-tier web-based applications on Java, Javascript or internet explorer platforms from previous projects. [10]
5. Three years' experience in documenting functional and non-functional requirements and technical specifications for implementation of software. [15]
6. Three years' experience in Load, Performance and Stress testing. [10]
7. Three years' experience in software online platforms and e-transactions, public sector processes. [10]
8. Three years' experience in creation User and Training Manuals. [5]

7. **COMMENCEMENT AND PERIOD OF EXECUTION**

The Business Analyst/Quality Analyst is expected to execute his/her assignment over the period to May 31, 2022, commencing October 2020.

8. CLIENT'S INPUT AND COUNTERPART SUPPORT

(a) Project Owners will ensure adequate access to the relevant platforms in the back offices
(b) Space will be made available for meetings and consultations, including internet access.
(c) The PIOJ will cover the costs of venues, refreshments, and equipment (projector, speakers, etc.) for workshops and conferences on the recommendation of the project owner and in keeping with an approved concept note for the activity.
(d) The PIOJ will provide support software including: JIRA Automated Test Script Plugin, Application Performance Monitoring - APM (live application monitoring), PCI – DSS Testing, PCI DSS Certification on the recommendation of the Project Owners.