

**Ministry of Finance
Republic of Trinidad and Tobago**

Terms of Reference

**Media Asset Production Consultancy, for Change Management Awareness/Information
and Training**

1.0 Background

The Public Financial Management Modernisation Unit (PFMMU) of The Ministry of Finance is currently implementing, as part of the Financial Reform process of the Government of the Republic of Trinidad and Tobago, an Integrated Financial Management Information System (IFMIS). The unit has developed a Change Management Implementation Strategy that includes training and in which communication is embedded in the transition process from the existing manual system to the IFMIS, an automated system.¹

To raise awareness about the importance of an IFMIS, the implementation process, the benefits, the key drivers of change and both its challenges, and opportunities, the PFMMU is seeking the consultant services of a firm or individual to assist the Ministry in the production of a series of media products in the implementation of its change management strategy. Particularly in the case of general staff, the PFMMU is seeking a communication strategy to support the reform process by developing information/awareness and materials specific to the communication deliverables, as listed in the sections below.

2.0 Purpose and Objective

The overall objective of this consultancy is to produce media-assets, specifically video clips and associated images and graphics, to support the PFMMU in the implementation of the IFMIS.

These media assets shall be delivered in formats and quality that allow them to be stored and conveyed within the contemporary communication platforms currently in use by the Ministry of Finance or earmarked for the near future use, including but not exclusive to DVDs, streaming videos, broadcast.

The purpose of the said media-asset creation is to inform, build awareness, and train MOF staff and stakeholders in support of the implementation of change management strategy.

3.0 Scope of Work

In designing the media assets (communications and training), the consultancy shall perform the following tasks:

- 1) Review the current administrative and operations of the IFMIS project and consult with the PFMMU and determine the communications context within which the information and training videos are to be developed.
- 2) Examine the transformation initiatives and the accompanying change management approaches necessary to transition from one system to the next.

¹ A brief description of the IFMIS Reform Programme can be found at the Ministry's Website, under the heading Communication Consultancy IFMIS Project.

- 3) Review the relevant subject matter, namely the current administrative structure and operations of the IFMIS project.
- 4) Construct a plan for the design and production of information and training videos to support the change management strategy, which is aligned to the roll-out of the IFMIS, and in support of communication initiatives, staff and stakeholder engagement, interdisciplinary teams, and management.
- 5) Deliver the following video shooting and editing services
 - a. Narration, subtitles where necessary
 - b. Script development
 - c. Rights clearance for all media elements used in the final deliverables
 - d. Fully-produced clips of approximately 3 to 3.5 minutes in length in the HD resolution aimed at sharing with internal audience and 4 pilot units of the project and to broaden audience within Government Ministries.
- 6) Outline the requisite and appropriate sensitization and communications training of designated project staff (Design Team Leads) in support of the transition aspects of the change management process.

4.0 Deliverables/Expected Outcomes

The consultancy will deliver a database of images and graphics to be used in a series of introductory/awareness and change management training videos, each 3 to 5 minutes in length. The communication material inclusive of videos will focus on policy and operations issues. It must highlight the purpose and goals of the IFMIS and its role in the financial reform program. The following policy related videos should be produced:

- 4.1. **General Informational Videos:** To be used in awareness and/or training sessions or as needed for the following end-user/target groups:
 - a. Leadership: Permanent Secretaries, Directors, Deputy Directors
 - b. Management: Managers/Supervisors
 - c. General Staff
 - d. Other staff who will be directly affected by the change
- 4.2 **Executive Informational Videos:** To be used in informational sessions or as needed, for Ministers, Permanent Secretaries, Executive level staff, Directors, Deputy Directors, and where necessary other identified stakeholders. These videos will highlight the following issues:
 - a. The capabilities of an IFMIS to improve the effectiveness and efficiency of policy development and implementation.
 - b. An IFMIS as it relates to being consistent with the International standards for accounting, fiscal operations, and financial reporting.
 - c. Enhancing policymakers and policy administrators' capability of control and reporting re management of the financial resources and projects, resulting in the more efficient use of the country's financial resources.

4.3. Management, Supervisors & Senior Technical Personnel Awareness Videos

The consultant/consulting firm is expected to produce videos to be used in hands-on transition activities and new operating processes, moving persons from the manual to an automated system. The video material will build on the contents of the general informational videos and focus on:

- a. Role of Managers and supervisors in the transition process
- b. Expectations of Divisional Champions and Design Teams

4.4. Change Management Videos:

The consultancy will also provide a series of communication materials and videos that support the change management transition aspects of the implementation of the IFMIS. These assets will each be of 3-5 minute, will supplement the vendors module for training, and provide guidelines on:

- a. The steps and stages of the IFMIS transition
- b. Managing the change management staff issues or Transitioning the Change
- c. The change process that managers will lead in moving from one system to the will be used management.
- d. Evaluation and Lessons Learn

- 4.5. The consultancy will also provide communication materials, and training, for designated members of the Design Teams who may be used in awareness and planning sessions, or as needed, for the following three (3) key audiences:

Executive Staff

- Permanent Secretaries
- Directors and Deputy Directors

Management Staff

- Managers & Senior Operating Professionals
- Unit Leaders/Supervisors

General Staff

- Front-line operational staff
- Other staff who will be directly affected by the change.

Specific content to be identified and agreed with the PFMMU team subsequently but prior to execution of contract.

4.6. Note on Copy Rights and Intellectual Property

In consideration of the fees paid, the Consultant/ Consultant Firm expressly assigns to the Ministry of Finance any copyright arising from any of the works the consultant produces while executing this assignment. The consultant may not use, reproduce or otherwise disseminate or authorize others to use, reproduce or disseminate such works without prior consent from the Ministry of Finance.

5.0 Experience Requirements

The individual or firm must have:

- At least seven (7) years' experience in an appropriate combination in the following fields, journalism, marketing, social science, communication, or a related field.

- At least seven (7) years of experience in creating designs for digital media purposes in open source graphic design programmes or other software tools used in the creation of media content.
- Experience developing compelling content for online audiences via either writing features for the web or production of videos for public purposes.
- Proven track record in the ability to shape messages and stories for media placement covering the production of outreach materials, briefings, articles, statements, fact-sheets, publicity materials, videos, animations, media advisories, and training.
- Substantial knowledge and understanding of the local and global digital landscape and basic knowledge of the structure, operational functions, and culture of the Central Government of Trinidad and Tobago.
- Previous work with an International Agency –UN, World Bank, or IDB-- in a similar role is highly desirable.
- Must have the capacity to help develop internal awareness of communications approaches, progress, and best practices and train others in basic communication skills.
- The consultant and or consulting firm/video producer is responsible for securing all facets of the production inclusive of production facilities, crew, and equipment, and including but not limited to vocal talent, lighting, graphics, animation, editing, and music.

6.0. Quality Requirements

6.1 Technical- The successful consulting entity is expected to produce videos that meet the following technical requirements:

- Videos must be in high definition format: minimum acceptable resolution (1920 x 1080) with a (16 x 9) aspect ratio.
- Where animation is used, a minimum of 2-D animation.
- Media Assets must be of television broadcast quality and retained in the highest possible digital format for curation or onward transmission on all visual media platforms.
- Videos should also be supplied in either .mp4 or .h264 file format with sufficiently high bitrate for use on the Ministry’s website and social media platforms.
- The Proposed concept and treatment for the videos based on the supplied brief.
- The firm must supply examples/samples of past projects, preferably of similar size and scope.
- The Proposed budget, which should include a suggested work plan and breakdown of fees for professional and administrative services and payment terms.
- The firm/individual must supply CVs of consultants and professional personnel who will be associated with the assignment.

7.0 Reporting Requirements & Project Timeline

The consultancy for this assignment will seek to pattern the general approach of engaging key internal stakeholders (Directors, Deputy Directors, Managers, supervisors/unit leads and design team leads) through a focus on the following tasks:

- Develop the videos’ concept and scenario to be discussed with the PFMMU
- Facilitate consultations, meetings, and sessions with key targeted personnel.

- Perform appropriate short interviews with major partners, beneficiaries, and internal stakeholders.
- Work on the desired products/outputs for this consultancy, including high-resolution photographs and videos.
- The consultant will present to the PFMMU drafts and final reports at each of the stages identified in the Timeline identified below. Each stage is only considered to have been completed after the PFMMU has signed off on the Final drafts of each stage.

Timeline

The project is anticipated to be completed in four (4) months. It is expected that the project will follow the timelines presented below.

Pre-Production	Four weeks	Research and conceptualizing videos Invitation for Proposals for Media/Video Production Services Invite Proposals Meetings/interviews with submitted firms Select and announce contracting
Production	Eight weeks	Video/photo shooting and editing
Post-Production	Four weeks	Videos completed and submitted

8.0 Selection and Contracting Criteria

8.1 This consultancy requires a significant knowledge of local culture, in particular cultural norms with respect to inter-personal connections, learning, communication, cooperation and resistance, and as a result the consultant is expected to be resident in Trinidad and Tobago; however, some technical aspects or elements of the consultancy may be subcontracted to entities resident in another jurisdiction.²

8.2 The Ministry shall evaluate all proposals received on the following selection criteria:

- Demonstrated experience in creative video development, production, and post-production
- Ability to source and coordinate resources, equipment, and required staff for video production and post-production
- Understanding of the purpose and scope of the media assets
- Original and creative vision for the delivery of the required messages
- Ability to meet the expected timeline for completing the project

² This is an IDB funded consultancy therefore the Consultant, and all parties constituting the Consultant, shall be nationals of member countries of the Bank. The list of eligible countries and the requirements that will allow an individual or firm to be considered as a national of an eligible country can be found at the website of the Ministry of Finance, under the heading, Communication Consultancy IFMIS Project.