

TERMS OF REFERENCE

IMPLEMENTATION COORDINATOR

Digital Systems Upgrade and Modernization Project

1. BACKGROUND

The Ministry of Finance - Government of Grenada is committed to strengthening public financial management through the continued modernization of its digital systems and business processes. As part of this initiative, the Government has engaged various firms to implement cloud-based and other solutions that will modernize and enhance the existing Financial Management Information System (FMIS) and related financial management applications.

These upgraded solutions are expected to improve user accessibility, financial reporting, budget execution, cash and treasury management, commitment control, internal controls, operational efficiency, data security, business continuity, disaster recovery capabilities, and the availability of timely and reliable financial information to support informed decision-making across Government.

Given the scale and complexity of these digital transformation initiatives, there is a need for dedicated implantation coordination to ensure that activities are effectively planned, managed, monitored, and aligned with Government objectives. The Government therefore seeks to engage an Implementation Coordinator to provide day-to-day leadership, coordination, stakeholder engagement, monitoring, and reporting throughout the implementation period, ensuring that deliverables are achieved within agreed timelines, budgets, and quality standards.

2. OBJECTIVE OF THE ENGAGEMENT

The primary objective of this engagement is to provide strategic and operational coordination of the implementation of the Financial Management Information System (FMIS) and other related applications, to ensure the successful deployment of cloud-based digital solutions across Government.

Specifically, the successful candidate shall:

1. Coordinate all implementation activities to ensure delivery within scope, budget, quality standards, and agreed timelines.
2. Facilitate effective communication and collaboration among Consultants, Project Implementation Team (PIT), Ministries, Departments and Agencies (MDAs), and other stakeholders.
3. Ensure that business requirements and operational needs are adequately reflected in the system configuration and implementation process.
4. Monitor implementation risks and proactively recommend mitigation measures.

5. Support organizational readiness and user adoption through structured change management and communication initiatives.
6. Ensure that the project achieves its intended outcomes and delivers measurable improvements in public financial management.

3. SCOPE OF SERVICES

The Implementation Coordinator shall perform, but not be limited to, the following duties:

Project Planning and Coordination:

- Develop and maintain a comprehensive project implementation plan, including work schedules, milestones, dependencies, resource requirements, and critical success factors.
- Coordinate implementation activities among the Service Providers, the PIT, MDAs, and other stakeholders.
- Monitor project activities to ensure alignment with the approved implementation methodology and project schedule.
- Establish and maintain project monitoring tools, issue logs, risk registers, decision registers, and action trackers.
- Coordinate all project governance meetings and ensure that decisions are documented and implemented.

Stakeholder Engagement and Communication:

- Serve as the principal coordination point between Service Providers, the Accountant General's Division, the Ministry of Finance, and participating MDAs.
- Develop and implement a stakeholder engagement and communication strategy.
- Ensure that stakeholders receive timely information on project activities, implementation progress, and upcoming changes.
- Coordinate consultations and workshops to gather user feedback and address implementation concerns.

Business Process Review:

- Work with stakeholders to review existing business processes and identify opportunities for process improvement and standardization.
- Ensure that system configurations align with approved Government financial management policies and procedures.
- Assist in documenting business requirements, process flows, and operational procedures where necessary.

Change Management and Organizational Readiness:

- Develop, update, and implement a comprehensive Change Management Plan.
- Conduct readiness assessments and identify areas requiring additional support or intervention.
- Monitor stakeholder acceptance and user adoption throughout the implementation process.
- Coordinate activities designed to minimize resistance and support successful transition to the new system.

Information, Education and Communication Campaign:

- Develop and implement an Information, Education and Communication (IEC) Campaign to promote awareness and understanding of the project.
- Prepare communication materials, presentations, newsletters, and stakeholder briefings.
- Coordinate public awareness and internal communication activities where required.

Training and Capacity Building:

- Participate in Train-the-Trainer sessions delivered by the Service Providers.
- Coordinate user training schedules and training logistics.
- Review and adapt training materials to reflect Government business processes.
- Monitor training effectiveness and identify additional capacity-building requirements.

Testing and Quality Assurance:

- Coordinate User Acceptance Testing (UAT) activities.
- Ensure that testing plans, scripts, and results are documented and approved.
- Track and monitor defects, issues, and corrective actions identified during testing.
- Verify that agreed system requirements have been satisfactorily met before recommending acceptance.

Data Migration and System Readiness:

- Coordinate data migration activities between the Service Provider and Government stakeholders.
- Monitor data validation and reconciliation exercises.
- Ensure that migrated data is complete, accurate, and fit for operational use.
- Support cutover planning and readiness activities for system go-live.

Contract Management and Monitoring:

- Monitor the Service Provider's compliance with contractual obligations and project deliverables.
- Review implementation outputs and certify completion of milestones where applicable.

- Review invoices submitted by Service Provider and confirm that contractual deliverables have been achieved before recommending payment.
- Escalate any contract performance issues to the Accountant General

Risk Management and Reporting:

- Identify, assess, and monitor project risks and implementation challenges.
- Develop mitigation measures and track their implementation.
- Prepare weekly and monthly progress reports for management.
- Escalate critical issues requiring executive intervention.
- Provide recommendations to improve implementation performance and project outcomes.

4. DELIVERABLES

The consultant shall submit the following deliverables:

- Inception Report within two weeks of commencement.
- Detailed Project Implementation Plan.
- Stakeholder Engagement and Communication Strategy.
- Information, Education and Communication (IEC) Campaign Plan.
- Change Management Plan.
- Risk Management Framework and Risk Register.
- Weekly Status Reports and Meeting Minutes.
- Monthly Progress Reports.
- User Acceptance Testing Coordination Reports.
- Training Plan and Training Materials.
- Data Migration Monitoring Reports.
- Go-Live Readiness Assessment Report.
- Post-Implementation Review Report.
- Final Project Completion Report.

5. QUALIFICATIONS AND EXPERIENCE:

The successful candidate shall possess:

- A Bachelor's Degree in Project Management, Business Administration, Public Administration, Finance, Economics, Information Systems, Accounting, or a related discipline.
- Professional certification in Project Management (PMP, PRINCE2, or equivalent) would be an asset.
- At least five (5) years of relevant experience managing or coordinating complex projects.
- Experience in information systems implementation, ERP systems, financial management systems, or public sector modernization projects.
- Experience working with Government institutions or international development projects would be an advantage.

- Strong understanding of public financial management processes and controls.
- Proficiency in Microsoft Office applications and project management tools.

6. SKILLS AND COMPETENCIES

The successful candidate shall demonstrate:

- Excellent leadership and coordination skills.
- Strong communication and stakeholder management abilities.
- Strategic and analytical thinking.
- Project planning and organizational skills.
- Problem-solving and conflict resolution capabilities.
- Negotiation and facilitation skills.
- Strong report-writing and presentation skills.
- Ability to manage multiple priorities under tight deadlines.
- High levels of professionalism, integrity, and accountability.

7. DURATION

The engagement shall be undertaken on a full-time basis for a period of twenty-four (24) months commencing September 1st, 2026.

8. REPORTING ARRANGEMENTS

The Implementation Coordinator shall report directly to the Accountant General.

The Implementation Coordinator shall work closely with:

- The Project Steering Committee;
- The Project Implementation Team (PIT);
- Smart Solutions International (SSI);
- Accountant General Division;
- Ministries, Departments and Agencies (MDAs); and
- Other stakeholders as required.

The Implementation Coordinator shall provide weekly implementation updates and monthly progress reports to the Accountant General and the Project Steering Committee.

9. PERFORMANCE INDICATORS

The performance of the consultant shall be assessed based on:

- Timely delivery of project milestones.
- Quality and timeliness of reports.
- Effective coordination of stakeholders.
- Successful completion of training and change management activities.

- Resolution of implementation issues and risks.
- Readiness of stakeholders for system deployment.
- Successful implementation and operationalization of the Cloud-based FMIS.

10. SALARY/REMUNERATION:

Salary/remuneration will be commensurate with qualifications and experience.