



**Caribbean Digital Transformation Project
IDA – 6685-DM**

Terms of Reference

Implementation Support Consultant

June 2021

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TERMS OF REFERENCE

FOR

IMPLEMENTATION SUPPORT CONSULTANT

I. INTRODUCTION

A. Project Background

Sitting halfway along the Eastern Caribbean archipelago, Dominica is located just a few miles from Martinique to the south and Guadeloupe to the north. Stretching 751 km² (290 square miles), Dominica boasts 148 km (91 miles) of coastal line. Dominica's official name is the 'Commonwealth of Dominica,' which is mostly referenced in official communications and to further distinguish the island from the Dominican Republic, its northerly Caribbean sister. Dominica is the most northerly of the Windward Islands grouping.

Following Hurricane Maria in September 2017, the Government of the Commonwealth of Dominica (GoCD) has instituted resilience as a central theme to the country's rebuilding efforts and socioeconomic development plans, with the aim to make Dominica the first climate resilient country in the world. The hurricane resulted in losses and damages of over 200 percent of GDP, with the telecom sector alone suffering over US\$40 million in losses and damages. Furthermore, the GoCD lost data and records and suffered losses beyond its infrastructure, highlighting the need to make government more resilient so that it can better prepare for and respond to incidents and restore operations and services quickly. The Government recognizes the role digital technologies and solutions can play in strengthening the island's and its inhabitants' climate resilience, as well as the importance of integration with the global digital economy to expand markets and drive sustainability of businesses, government, and individuals. In small island countries such as those in the Eastern Caribbean region, in Dominica in particular, the resilience of governments has a very direct impact on the resilience of society at large.

The GoCD's recovery and resilience building efforts include development of a Government Wide Area Network, and nodal digital infrastructure to lay the foundations for digitization of government. The GoCD has engaged in a partnership with Digicel Dominica Ltd. to connect all government service locations (Government offices, schools, hospitals, and health centers) to high-speed connectivity delivered using fiber optic networks. The network, being developed under the partnership, will provide multiple layers of redundant connectivity—underground and overhead fiber, microwave, and satellite at key locations—in addition to cloud services to host Government data and services. The government connectivity project includes development of a primary data center to host the government cloud and applications, as well as a secondary location to serve as a backup site.

The improved connectivity can be leveraged to develop digital government services and increase the level of digitization of government operations, which is currently lagging. Currently Dominica lacks the enablers of digital government, including an enterprise architecture, interoperability framework, identification and authentication, but has a recently built limited government payment portal. Uniquely and securely identifying residents through a digital ID is fundamental to enable

access to digital services, both public and private, but the current ID ecosystem in Dominica is fragmented and not interconnected. In order to fully utilize and benefit from investments in cross-cutting enablers and specific digital government services, there is also a need for legal and regulatory reforms across key areas of the digital economy. These enabling environment improvements are a key first step towards removing roadblocks to improved adoption of digital services among individuals and businesses, as well as contributing to the development of digital applications and services by emerging entrepreneurs in Dominica.

The Caribbean Digital Transformation Project (CARDTP or the Project) is to be funded through the World Bank and aims to enhance the use of technology in the public sector as well as the private sector to conduct business transactions, build a robust and resilient IT infrastructure and to develop modern platforms to facilitate and enhance these business transactions. The Project Development Objectives (PDO) are to increase access to digital services, technologies, and skills by governments, businesses, and individuals in the participating Eastern Caribbean countries, including Dominica.

National-level activities will be financed from an IDA credit to Dominica in the amount of US\$28 million. The Caribbean Digital Transformation Project (called “project” going forth) comprises four components that address key bottlenecks and harness opportunities to develop the Eastern Caribbean Digital Economy as a driver of growth, job creation and improved service delivery.

The Program will also be financed through a regional IDA grant, and implemented by a regional Project Implementation Unit (RPIU) housed at the Organisation of Eastern Caribbean States (OECS). RPIU will work with other regional institution stakeholders as relevant depending on the technical area being supported. Regionally implemented activities will focus on strengthening the enabling environment to promote investment, competition, and innovation in telecoms and digital financial services, regional cybersecurity collaboration, and a modernized and harmonized data protection and privacy regime across the region. It will also be complemented by a regional level advanced digital skills program open to high potential digital specialists from Dominica.

It aims to ensure that every individual and business in Dominica is empowered with the access to broadband, digital financial services, and skills needed to actively participate in an increasingly digital marketplace and society. It leverages public sector modernization and digitization to improve service delivery and to drive creation of a digital culture across Dominica.

To support the improved management of digital risks, the Project will bolster cybersecurity policy, capacity, and planning tools in the region. It will facilitate technology adoption to improve productivity of flagship industries and create demand for digitally enabled jobs. It aims to foster regional integration and cooperation to capture the economies of scale and scope required to increase impact and value for money of the project interventions and to create a more competitive, seamless regional digital market to attract investment and provide room for growth of digital firms.

B. Project Components

A brief description of the project components is as follows:

1. Component 1: Digital Enabling Environment

This component will support the development of a positive enabling environment for Dominica's digital economy that drives competition, investment and innovation while promoting trust and security of online transactions. It will focus on legal, regulatory and institutional reforms to support modernization of the telecommunications and digital financial services sectors while mitigating growing risks of a digital economy including cybersecurity and data protection and privacy.

1.1-Telecommunications: Legal and Regulatory Environment, Institutions and Capacity Support

1.2-Digital Financial Services: Legal and Regulatory Environment, Institutions, and Capacity

1.3-Cybersecurity, Data Protection and Privacy: Legal and Regulatory Environment, Institutions and Capacity Support

2. Component 2: Digital Government Infrastructure, Platforms and Services

This component will support public sector modernization, resilience and delivery of digital public services to individuals and businesses. It will aim to ensure that Dominica has put in place the core infrastructure, platforms, institutions and human capacity needed to efficiently and effectively manage internal government operations, and to build on these core enablers to make public services widely accessible online from anywhere within the country, region or across the globe. It will also prepare Dominica's government for deeper interconnectivity and interoperability of data and information systems across borders to smooth administration of regional trade, immigration and other services. Finally, it will aim to ensure continuity of government operations and services, enable real-time data driven decision making and ability to rapidly target and deliver payments and social services to citizens and businesses in the event of natural disasters.

2.1-Development of Cross-Cutting Enablers of Digital Government Operations and Services

2.2-Government Productivity Platforms and Citizen-Centric Digital Services

3. Component 3: Digital Skills and Technology Adoption

This component aims to better equip individuals and businesses in Dominica for the jobs and economy of the future and to spur innovation and productivity growth. It aims to create a pool of advanced digital talent to better position Dominica to attract investment by digital firms. It takes a comprehensive supply and demand side approach, supporting greater technology adoption and utilization of digitally enabled business models to drive demand for newly skilled employees and well as making connections with global employment opportunities through online working platforms.

3.1-Workforce-Ready Digital Skills

3.2-Technology Adoption

4. Component 4: Project Implementation Support

This component includes support to the Project Implementation Unit (PIU) for the implementation and management of national level project activities, including for staffing of the PIU, capacity building and training initiatives as well as recruitment of a technical advisory and implementation support firm. Key technical functions to be supported can include but will not be limited to project manager, technical specialists, procurement specialists, financial management specialist, environmental and social safeguards specialists, monitoring and evaluation and communications.

II. INSTITUTIONAL ARRANGEMENTS

The Project is being implemented by the Project Implementation Unit (PIU) that is housed in and falls under the Ministry of Public Works and the Digital Economy (MPWDE or the Client) oversight. The PIU is responsible for the overall implementation of the Project with emphasis on reporting and monitoring and evaluation, financial management, contracts management, safeguards oversight, and procurement.

The PIU reports directly to the Project Steering Committee (PSC) for the lifetime of the Project. It is responsible for coordinating and managing all the technical aspects of the Project, facilitating inter-ministerial coordination, and implementing digital initiatives across the various Ministries, Departments and Agencies (MDAs) of the GoCD. The PIU will support development of key policies and regulations and inter-agency coordination to enable consensus building together with other key agencies like the ICT Unit and the Digital Transformation Unit of the GoCD. Core technical responsibilities include adoption of digital technologies, effective coordination of departmental information system development and implementation. The PSC will determine if technical committees are required for policy formulation and convene such committees as necessary (i.e. for Cybersecurity, Data Protection and Privacy, Service Delivery, ePayments, Digital Identity, Interoperability, etc.).

The PIU will also be responsible for promoting change management practices, stakeholder engagement and development and delivery of effective programs for digital Government skills enhancement, knowledge exchange and awareness-raising.

For the purpose of better coordination and effective and efficient implementation of all Project activities, focal points at MDAs have been established.

Ad-hoc bid evaluation / selection committees will be established in consultation with MoPWDE and MDAs and will generally consist of 3-5 qualified members each who are normally the Procurement Officer and experts delegated by respective MDAs depending on the required expertise and the procurement scope and complexity.

The MPWDE decided to engage a qualified and competent Implementation Support Consultant (“the Consultant”) to assist the PIU in implementing the Project and achieving the PDO.

The Consultant is expected to maintain a twinning work relationship with the PIU to:

- (a) elaborate the governance and implementation arrangements for the development and implementation of the digital transformation vision, strategy, and agenda of the Government, and the public sector functions and capacities that would need to be established to sustain the initiatives introduced under the CARDTP; and
- (b) ensure that the capacity of the PIU, ICT Unit, Digital Transformation Unit and other Project counterparts personnel is adequately built to sustain the digital transformation agenda beyond the life of the Project. It is expected that the engagement of the Consultant will be reduced as capacity is transferred to local counterparts.

III. OBJECTIVES

The main objectives of this assignment are to provide the PIU, MDAs and other Project counterparts with the following on-the-ground and remote day-to-day support to ensure the Project activities will be carried out in the most efficient, cost-effective and well-coordinated manner and

self-sustaining capacity within GoCD is developed in a progressive manner over time to assume full responsibility for the Project implementation and ownership:

- (a) Project management, including Monitoring and Evaluation (M&E)
- (b) technical support
- (c) procurement
- (d) contract management
- (e) change management
- (f) project management, procurement, and contract management capacity building.

IV. Scope of the Services

The Consultant will assist the PIU with the implementation of the CARDTP as outlined in the Financing Agreement (IDA-6685-DM), Project Appraisal Document (PAD3724), the Procurement Plan, the Project Operations Manual, the Environmental and Social Commitment Plan (ESCP), including Stakeholder Engagement Plan and E-waste Management Plan, the Procurement Regulations for IPF Borrowers, Fourth Edition dated November 2020 (“the Procurement Regulations”), Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants dated 15 October 2006, and revised in January 2011 and as of 1 July 016 (“the Anti-Corruption Guidelines”) and other Project documents as may be necessary. Besides, the Consultant is required to deliver the services with due consideration of, and adherence to the regional and national laws, standards, policies, strategies, frameworks and international good practices for cybersecurity, data protection, privacy, enterprise architecture, and interoperability framework as applicable.

A. Project Management, including Monitoring and Evaluation

- (a) review the Project documents, technical documentation such as technical requirements and terms of references, and studies commenced by MDAs and Project counterparts as well as relevant national and regional regulations, policies, strategies and Government orders and prepare and submit a Project Inception Report that should demonstrate that the implementation of the Project activities are resourced adequately and will be carried out in a timely and cost-effective manner with a robust process for quality assurance and risk management in place. In this context, the Project Inception Report should include, but not limited to, the following:
 - (i) describe initial findings;
 - (ii) identified risks and proposed risk mitigation measures addressing, among other things, COVID-19 issues, communication procedure, contract management arrangements and preparation of contract management plans, using a recognized industry standard methodology;
 - (iii) quality assurance procedures;
 - (iv) include further elaborated work programme reflecting interrelations of the national regional Project activities and methodology for each area of support and identify anticipated outputs, required inputs and time and resource-bound activity schedule;
 - (v) be sufficiently detailed to indicate how the objectives of the assignment will be met.
- (b) take into consideration that the following activities are expected to be carried out simultaneously with the preparation, review and approval of the Project Inception Report in order to ensure the effective and efficient Project implementation:

- (i) Digital Government Strategy, Standards, Business Continuity and Protocols;
- (ii) Reviewing policies, legislations and regulations and development of recommendations on necessary reforms to implement an integrated ID system, authentication platform, digital signature, electronic entry permit mechanism and health administration;
- (iii) Establishing an online web and mobile portal for accessing public services and information.

A preliminary workplan and description of the main contracts are given in Annexure 1 and are expected to be updated to propose an optimal implementation schedule, sequence of activities and procurement packaging in the course of preparation of the Project Inception Report;

- (c) support and guide the PIU with updating a consolidated Project implementation plan (the Project Master Plan), ESCP, monitoring and evaluation arrangements, the Project Procurement Plan and developing a Change Management and Capacity Building Plans.
- (d) support the PIU with preparation, and execution-of the annual operations plans to ensure timely completion of all Project activities and update accordingly project documents such as the Project Master Plan, ESCP, Change Management Plan, etc.;
- (e) support the PIU with establishment of effective and efficient communication arrangements with the regional and national Project counterparts such as Regional Project Oversight Committee (RPOC), RPIU, PSC, PIU, MDAs and other agencies as necessary;
- (f) support the PIU with coordination of the Project activities at the national level, including input of the national Project counterparts, and with the regional activities;
- (g) apply an established structured Project Management Methodology such as PRINCE2, PMBOK or similar;
- (h) support and guide the PIU with developing and updating monitoring and evaluation arrangements in compliance with Financing Agreement provisions, the PAD, the POM, the ESCP, and relevant national regulations;
- (a) support and guide the PIU, including PIU Environmental and Social Safeguards Specialist, with monitoring the Project activities and the indicators given in the Project Results Framework;
- (b) support the PIU with preparation of a mid-term review report;
- (c) prepare the outline of the Project Completion Report, including content, data required, and further instructions on the report preparation.

B. Technical Support

The Technical Support provided by the Consultant aims to assist the PIU, MDAs and technical committees, that may be established by PSC decisions, with preparation of technical parts of procurement documents for the procurement packages listed in Annexure 1 to the Terms of Reference. The Consultant is required to provide support with, but not limited to, the following tasks:

- (a) develop Terms of Reference for consulting services;
- (b) develop technical requirements (specifications, drawings, high-level functional and non-functional requirements, resilience to external shocks, sustainability, change management support, installation, testing, and training) for procurement of goods, including information systems, technologies and non-consulting and related services;
- (c) estimate time inputs for consulting and non-consulting and related services and quantities for goods, including information technologies;

- (d) develop work plans/implementation schedules identifying critical milestones and expected completion/ operational acceptance dates as well as ensuring minimal disruption of electronic services and operation of public agencies;
- (e) update market analysis, studies and engagement;
- (f) update cost estimates;
- (g) develop qualification and evaluation criteria;
- (h) support with obtaining approval and no-objections of the World Bank and relevant regional and national authorities of the Terms of Reference, technical requirements and specifications as necessary;
- (i) support with development of sample technical requirements, specifications and Terms of Reference for frequently procured goods and services.

The expected level of the Technical Support may vary for different procurement packages depending on their complexity, completion status, required inputs etc. and defined in Annexure I to the Terms of Reference.

The input related to preparation of the above documents should be coordinated with the respective MDAs, consultants and suppliers to ensure interoperability, compatibility and seamless integration of systems and services in the established operating environment and in line with the enterprise architecture and regional and national policies, legislation and regulations to be developed and adopted under the Project.

The technical parts of the procurement documents must be in the formats provided in the Standard Procurement Documents or other formats acceptable to the World Bank and appropriate for a small island context.

C. Procurement

The Consultant should participate in the procurement process in an advisory role (observer) and support the PIU, relevant MDAs and bid evaluation / selection committees with carrying out procurement of goods and consulting and non-consulting services listed in Annexure 1 to the Terms of Reference. The required support and guidance will include, but not limited to, the following:

- (a) update of the Project Procurement Plan annually or as needed and make appropriate revisions in the Project Procurement Strategy for Development (the PPSD);
- (b) preparation of Requests for Expressions of Interest and Special Procurement Notices and their publication in accordance with the Procurement Regulations;
- (c) evaluation of expressions of interest and preparation of shortlist evaluation reports;
- (d) development of complete sets of procurement documents (Requests for Proposals, Requests for Bids, etc.) and support with obtaining World Bank's no-objection, when necessary;
- (e) distribution of procurement documents and establishment of register of bidders and consultants received the procurement documents;
- (f) preparation of clarifications to bidders and consultants and addenda to the procurement documents, holding pre-bid and pre-proposal meetings and site visits, drafting meeting minutes and sending out of clarifications, addenda and minutes to bidders and consultants;
- (g) receipt and opening of proposals and bids, drafting bid and proposal opening minutes and sending them out to bidders, consultants and the World Bank when necessary;

- (h) evaluation of bids and proposals, preparation of evaluation reports and support with obtaining approval by the World Bank and national authorities, as necessary;
- (i) contract negotiations with consultants, preparation of contract negotiation minutes and negotiated draft contracts initiated by both parties;
- (j) preparation and sending out of Notifications of Intention to Award and holding debriefing and complaints handling;
- (k) preparation and publication of Contract Award Notices;
- (l) preparation of contracts and having them signed by contract parties;
- (m) obtaining of no-objection and approval of the World Bank and national authorities in accordance with the Procurement Regulations, the Procurement Plan and national regulations;
- (n) update of risk assessments and risk mitigation measures;
- (o) use of World Bank's the Bank's online procurement planning and tracking tools – Systematic Tracking of Exchanges in Procurement (STEP) - to record all procurement actions under the Project, including preparing, updating and clearing the Project Procurement Plan; seeking and receiving Bank's review and no-objection to procurement actions as necessary; and recording and tracking procurement-related complaints and debriefings;
- (p) establishment and maintenance of the electronic and paper-based procurement filing system;
- (q) establishment of a directory of suppliers and consultants, including assessment of their performance, and database of reference prices that should be available to the MDAs and other public agencies.

D. Contract Management

The Consultant is required to support the PIU, MDAs and technical committees that may be established by PSC decisions with management of contracts listed in Annexure 1 to the Terms of Reference. The support may include, but not limited to:

- (a) verification of performance security, advance payment securities, insurances and contract effectiveness conditions;
- (b) preparation and update of contract management forms in agreed formats if necessary; monitoring of performance of contracts, re-assessment of risks; application of proactive approach to develop and implement risk mitigation measures and remedial actions in case of unacceptable deviations from contract conditions; ensure minimal disruption of electronic services and operation of public agencies;
- (c) in coordination with the MDAs and other relevant project counterparts, review and quality control of all reports and deliverables, including change management activities, prepared by consultants and advice to the Client's Authorized Representative on their acceptance;
- (d) review of technical documentation (business processes, system architecture, designs, testing plans, training programs, change management activities, etc.) prepared by suppliers, participation in acceptance and other tests of goods and information systems and advice to the Client's Project Manager on acceptance of technical documentation, goods and information systems;
- (e) advice to the PIU on certification of invoices for payment to consultants and suppliers, including verification of expenditure eligibility;
- (f) coordination of input of regional and national authorities in obtaining their approvals and permits of contract deliverables;

- (g) management of warranty claims and arrangements of Service Level Agreements and/or Post Warranty Services when necessary;
- (h) close-out of contracts, including performance assessment of suppliers and consultants.

The expected level of the contract management support may vary for different procurement packages depending on their complexity, involvement of other consultants, MDAs' capacity, etc. and defined in Annexure I to the Terms of Reference.

E. Change Management

The Consultant shall support the PIU, MDAs and other Project counterparts with the development and implementation of a Change Management Plan and coordination with the RPIU to ensure that the methodologies and practices used are relevant and appropriate to Dominica and the OECS context and that the GoCD assumes responsibility for the implementation and ownership of the Change Management Plan in a progressive manner over time. The support related to change management includes, but is not limited to:

- (a) development of the Change Management Plan that should describe change management goals in the Project context, sequencing of tasks and deliverables, actors and their roles and responsibilities, measurement indicators, quality assurance and risk management, training, communication, monitoring and feedback arrangements;
- (b) coordination of change management efforts with the other Project activities with due regard of the regional and national digital transformation agenda. As part of this process, the change management activities arising from re-engineered business processes, digitization of public services and application of new technologies should be:
 - (i) included in the scope of contracts for delivery of consulting services and information systems (training, training materials, complete technical documentation, etc.);
 - (ii) continuously monitored, coordinated with consultants, suppliers, MDAs and RPIU, assessed and updated by the PIU in consultation with the MDAs and approved by the PSC.

F. Capacity Building

The Capacity Building Plan is to be focused on project, procurement and contract management for the MPWDE, the PIU, MDAs, bid evaluation/selection committees and other GoDC Project counterparts as necessary and is expected to comprise short-term and long-term on-the-ground and virtual advisory engagements, training programs, knowledge transfer and other activities and ensure that the capacity within GoCD is self-sustaining and ensures efficient and effective project, procurement and contract management.

The tasks related to the Capacity Building Plan should include, among others:

- (a) support and guidance with development of the Capacity Building Plan describing capacity building goals in the Project context, sequencing of tasks and deliverables, actors and their roles and responsibilities, measurement indicators, quality assurance, and training, communication, monitoring and feedback arrangements;
- (b) support with identification of the required capacity building efforts relevant to the institutional and technical aspects of the digital transformation and support timely implementation of the core reform functions with due consideration of a demanding learning curve for the Project counterparts' staff;

- (c) use of different approaches to support borrowers' staff with self-paced e-learning and recommendations for specialized training in project, procurement and contract management under World Bank financed projects.

A peer-to-peer twinning approach is expected to apply for the capacity building to cover not only traditional training methods such as off-job and in-house trainings, workshops and seminars but also provide the PIU and MDAs staff with an opportunity to apply newly acquired knowledge and skills in practice under guidance of the Consultant's experts to be acting as mentors in the areas of their expertise and to be providing support and feedback during the learning process;

- (d) support with continuous monitoring, coordination, assessment and update of the Capacity Building Plan implementation.

V. DELIVERABLES

A. List of Deliverables and Milestones

The Consultant is required to prepare:

- (a) Proposal to update a preliminary workplan and procurement plan based on the priorities of the Project activities to optimise the Project implementation - within three (3) weeks from the Commencement Date;
- (b) Project Inception Report that includes updated documentation as defined in Sub-section IV A (a) of the Terms of Reference - within one (1) month from the Commencement Date;
- (c) Recommendations and guidance for development, optimisation and update of the Project Master Plan, ESCP, Change Management Plan, Capacity Building Plan, Procurement Plan, monitoring and evaluation arrangements - as needed;
- (d) Monthly progress reports;
- (e) Procurement Documents, including ToRs, technical requirements, RFP, RfB, evaluation reports, contracts, contract management plans, approval of deliverables, acceptance certificates, verified invoices – in accordance with the Procurement Plan and contract conditions;
- (f) Training materials, ad-hoc briefings, notes and recommendations on an as-needed basis;
- (g) Guidance on preparation of the Mid-term Review Report – the date to be determined;
- (h) Instruction on preparation of the Project Completion Report – six months before the Project Closing Date;
- (i) Draft Final Report – six (6) weeks before the Contract Completion Date;
- (j) Final Report – within 2 weeks from the receipt of the Client's comments on the Draft Final Report.

B. Submission and Approval of Deliverables

The Consultant will report to the Authorized Representative of the Client who will be responsible for approval of the deliverables and invoices.

All reports and deliverables should be in English.

All draft and final reports should be submitted electronically in the format(s) agreed by the parties.

Within twenty-one (21) calendar days from the date of the reports and deliverables receipt, except for those specified in item (f) in V. A. List of Deliverables and Milestones above, the Client shall

review in consultation with relevant MDAs and a technical committee and the World Bank as necessary, if it has been established by the PSC, and:

- (a) approve the reports and deliverables; or
- (b) notify the Consultant of any respects in which the Client considers that the reports and deliverables do not comply with the contract provisions. The reports and deliverables shall be revised and submitted to the Client by the Consultant within two (2) weeks following the receipt of Client's comments unless otherwise agreed by the parties.

VI. TEAM COMPOSITION & QUALIFICATION REQUIREMENTS

A. Qualification Requirements to the Consultant as a Firm

The Consultant as a firm must have experience in:

- (a) at least five (5) years of experience in high-level advisory services to governments on project management and procurement preferably under projects comprising component(s) related to digital transformation, e-government, implementation of management information systems;
- (b) previous experience in providing service for managing projects financed by the World Bank or other Multi-Lateral Development agencies;
- (c) previous experience working with the World Bank or other Multi-Lateral Development agencies' procurement guidelines and/or regulations;
- (d) experience in implementing digital transformation programs in small-island countries is highly desirable.

B. Team Composition

The Consultant will provide a dedicated Team Leader who will be responsible for the contract management and co-ordination. It is expected that the Team Leader will work on a full-time basis during the first two years and perform project and change management tasks.

In addition, the Consultant is required to provide a team having an appropriate mix of key and non-key experts (e.g., Environmental and Social Expert) to deliver the services specified in the Terms of Reference:

- (a) E-Government/ICT Expert;
- (b) Procurement and Contract Management Expert – due to the expected workload the Procurement and Contract Management Expert is expected to work on a full-time basis within the first two years;
- (c) Capacity Building/Training Expert;
- (d) Technical Experts to support procurement and management of the contracts listed in Annexure 1 to the Terms of Reference.

The Consultant may, with due consideration of possible restrictions caused by the COVID-19 pandemic, propose a combination of in-country and remote support for the key experts provided that:

- (i) it ensures the quality and timely Project implementation; and
- (ii) the Team Leader and the Procurement and Contract Management Expert will spend at least 50% of their annual input for the first two years in Dominica.

C. Qualification Requirements for the Key Experts

1. General Considerations

All Key Experts should demonstrate:

- (a) high proficiency in spoken and written English;
- (b) high proficiency in MS Office (Word, Excel, PowerPoint, MS Project etc,) and excellent web navigation skills;
- (c) ability to negotiate and manage conflict, and manage citizens' concerns that cause disappointment, dissatisfaction, or frustration for the citizens;
- (d) strong interpersonal skills and ability to work effectively with internal and external partners;
- (e) ability to work with key stakeholders in the business to identify, assess, aggregate and document risks and controls, including risks associated with new or modified services, regulations and third-party operations using advanced knowledge;
- (f) excellent communication and interpersonal skills;
- (g) skills to communicate results of risk assessments to governance committees, business process owners and various levels of leadership; and
- (h) attention to detail with good organizational capabilities.

2. Team Leader – Project and Change Management

- (a) Master's degree in computer sciences, project management, business administration or related disciplines and seven (7) years' experience in project and change management under IT or digital transformation projects delivered to governments or Bachelor's degree in the same discipline as above and ten (10) years' experience in project and change management under IT or digital transformation projects delivered to governments;
- (b) experience in using internationally recognized project management methodologies is highly desirable;
- (c) documented experience designing comprehensive change management strategies and communications plans;
- (d) documented experience building project management capacity and training of counterparts to become self-sufficient and self-sustaining;
- (e) documented experience writing ToRs, supervising and managing consultants and suppliers under for projects of similar scope and complexity;
- (f) documented capacity to perform Monitoring and Evaluation of projects and to manage risks in a proactive manner;
- (g) previous procurement experience is desirable; and
- (h) desirable experience with Small Island Developing States (SIDS).

3. Procurement and Contract Management Expert

- (a) a university degree in a relevant discipline (e.g. Procurement, Finance or Business, computer sciences);
- (b) appropriate training in procurement, contract management, contract administration or logistics is desirable;
- (c) at least seven (7) years of experience in procurement and contract management in accordance with the World Bank and/or other Multi-Lateral Development agencies guidelines and the Procurement Regulations, including selection of consultants and procurement of information technologies;

- (d) experience in using STEP is desirable;
- (e) experience in assessment and building of procurement and contract management capacity of public agencies;
- (f) desirable experience with SIDS.

4. E-Government / ICT Expert

- (a) Master's degree in computer science, business administration or related disciplines;
- (b) at least seven (7) years' experience with government agencies and any development organization(s) in the strategic planning and direction of e-Government activities;
- (c) documented experience developing governance structures for eGovernment or large corporations;
- (d) demonstrated understanding of various institutional models and approaches to e-Government;
- (e) demonstrated understanding of the recent trends in e-Government and e-Service usage and citizen participation;
- (f) technical knowledge of ICT systems and technologies, e.g., database systems, application servers, enterprise architectures, integration & interoperability, etc.; and
- (g) desirable experience with SIDS.

5. Capacity Building Expert

- (a) university degree in computer science, social or development studies, business administration or other relevant disciplines;
- (b) at least five (5) years' experience in designing capacity building strategies based on needs identification and understanding of operating context;
- (c) experience in development and implementation of capacity building in project, procurement and contract management for public agencies to become self-sufficient and self-sustaining;
- (d) experience in implementation of capacity building in project, procurement and contract management under development projects financed by the World Bank and other Multi-Lateral agencies and preferably related to digital transformation in developing countries;
- (e) desirable experience with SIDS.

6. Technical Experts

- (a) a university degree in the field related to the tasks to be assigned;
- (b) at least seven (7) years of experience in the field related to the tasks to be assigned;
- (c) experience in implementing similar projects financed by the World Bank or other Multi-Lateral Development agencies and knowledge of their requirements for technical parts of the procurement documents;
- (d) previous experience in supporting borrowers with technical evaluation of bids and proposals and contract management;
- (e) experience with Small Island Developing States (SIDS) is desirable.

It is possible for one Key Technical Expert to cover expertise needed for more than one item to be procured, delivered, installed and maintained as specified in Annexure 1.

VII. CONTRACT DURATION AND ESTIMATED TIME INPUT

The duration of the contract will be for five (5) years.

The time input of the Key Experts is estimated at 85 person-months.

VIII. CLIENT'S CONTRIBUTION

The Client will provide the Consultant with the following documents:

- (a) Financing Agreement (IDA-6685-DM) -
<http://documents1.worldbank.org/curated/en/780941597092384320/pdf/Official-Documents-Financing-Agreement-for-Credit-No-6685-DM.pdf>;
- (b) Project Appraisal Document (PAD3724) -
<http://documents1.worldbank.org/curated/en/848701593136915061/pdf/Dominica-Grenada-St-Lucia-St-Vincent-and-the-Grenadines-and-the-Organization-of-Eastern-Caribbean-States-Caribbean-Digital-Transformation-Project-Digital-Caribbean.pdf>
- (c) the Procurement Plan
- (d) the Project Operations Manual
- (e) the Environmental and Social Commitment Plan (ESCP)
<http://documents1.worldbank.org/curated/en/206801599068520268/pdf/Environmental-and-Social-Commitment-Plan-ESCP-Caribbean-Digital-Transformation-Project-P171528.pdf>
- (f) Stakeholder Engagement Plan
- (g) E-waste Management Plan
- (h) Project Procurement Strategy for Development

The Authorized Representative will facilitate the Consultant and make available Project-related reports and data relevant to successful completion of the contract, and will act as liaison between the Consultant, the World Bank, the MDAs, the PSC and other Project stakeholders.

Office accommodation, including access to the Internet, and conference and meeting facilities in Dominica for experts working on the Contract will be provided by the Client.

Additionally, the MDAs will provide suitably qualified and experienced staff for each area with which the contract is concerned to work with the Consultant's team as well as identify staff the Consultant shall mentor in particular areas of expertise.

Annexure 1. Preliminary Workplan and Procurement Packages to Be Implemented with Support of the Consultant

A. Preliminary Work Plan for the First Year

DOMINICA: ANNUAL WORK PLAN -JANUARY 2021-DECEMBER 2021¹			
Component/Subcomponent/Activity	Task/Procurement	Estimated Cost, US\$	Expected Start / Completion Dates
COMPONENT 3 : Digital Skills and Technology Adoption			
Specific Objective 2: To increase adoption of digital technologies, platforms, and digitally enabled business models by SMEs and access to digital devices for students, teachers, and vulnerable groups.			
Procurement of Tablets		1,000,000	To be determined
COMPONENT 2: Digital Government Infrastructure, Platforms, and Services			
Specific Objective 1: To support the development of key enablers of digital government services and operations, in line with regionally harmonized standards and frameworks.			
2.1.a Developing and implementing a digital transformation strategy or ICT policy, enterprise architecture, interoperability framework, and continuity of operations plan.	Development of a digital transformation strategy ²	125,000	July 2021 / June 2022
	Development of an Enterprise Architecture	125,000	August 2021 / June 2022

¹ The Work Plan reflects the current status and is subject to changes.

² This assignment coordinated with Digital Economy Development Strategy and Associated Implementation Plan that will be implemented with the support of the United Nations Development Programme (UNDP) Dominica Office. The key elements to be considered in the preparation of the strategy are:

- (i) Long-term vision considering Dominica's unique context;
- (ii) Public sector digitization to be included as a core pillar/focus area of the strategy; Including governance and institutional arrangements, and staffing needs (skill sets required) to implement a long-term public sector digitization vision;
- (iii) Priority sectors and their digitization pathways; and
- (iv) Human capital development and resilience.

DOMINICA: ANNUAL WORK PLAN -JANUARY 2021-DECEMBER 2021¹			
Component/Subcomponent/Activity	Task/Procurement	Estimated Cost, US\$	Expected Start / Completion Dates
	Development of an Interoperability Framework	125,000	August 2021 / June 2022
	Development of a continuity of operations plan	125,000	September 2021 / June 2022
2.1.b Review and update of proposed legislation, regulations, or policies covering e-transactions, digital signature, and identification, as required.	TA for Review of Policies, Legislations and Regulations and Development of Recommendations on Necessary Reforms to Implement an Integrated ID System, Authentication Platform, Digital Signature and Electronic Entry Permit Mechanism	550,000	August 2021/ September 2022
2.1: Cross-Cutting Enablers of Digital Government Operations and Services	Unique digital identifier and citizen authentication	2,000,000	October 2021 / September 2022
	Digital signatures	800,000	October 2021 / September 2022
Specific Objective 2: To support the development of priority government productivity platforms and citizen-centric digital public services.			
End-to-end digitization of citizen facing services	Systems integration design	2,300,000	November 2021 / September 2023
	Establishing an online web and mobile portal for accessing public services and information.	500,000	June 2021 / September 2023
	Addition of e-Payments Services on GoCD Platform	100,000	July 2021 / December 2021

DOMINICA: ANNUAL WORK PLAN -JANUARY 2021-DECEMBER 2021¹			
Component/Subcomponent/Activity	Task/Procurement	Estimated Cost, US\$	Expected Start / Completion Dates
	Feasibility for Implementation of Health Management Information System	850,000	August 2021 / July 2022

B. List of Procurement Packages to Be Implemented with Support of the Consultant

The Consultant is expected to provide the following support to the PIU and MDAs with procurement of goods, including information technologies, consulting and non-consulting services listed in the table below.

Procurement Package	Description	Technical Support	Procurement	Contract Management
Digital Government Strategy, Standards, Business Continuity, and Protocols	<ul style="list-style-type: none"> - development of a government digitalization strategy and implementation roadmap, enterprise architecture, interoperability framework and business continuity; and - training and capacity building of enterprise architects and business continuity in ICT unit to ensure effective implementation of digital government 	Review and revise the draft Terms of Reference	√	√
Review of policies, legislations and regulations and development of recommendations on necessary reforms to implement an integrated ID system, authentication platform, digital signature, electronic entry permit mechanism and health administration	<ul style="list-style-type: none"> - legal and regulatory assessment and recommendations on necessary reforms to implement an integrated ID system and authentication platform; - review and update of policy, legislation, and regulation governing digital signatures and authentication; electronic entry permit mechanism; and health administration to enable their implementation 	Review and revise the draft Terms of Reference	√	√
Support for Development of National Cybersecurity Capability	<ul style="list-style-type: none"> - development of CERT operational procedures, work plan, roles and responsibilities matrix, financial sustainability plan (CapEx and OpEx), and localization of regionally developed trust and transparency frameworks; - development of business processes and high-level technical requirements to the cybersecurity system based on the agreed enterprise architecture; - support of the evaluation committees and MDAs' technical experts with evaluation of 	Review and revise the draft Terms of Reference	√	√

Procurement Package	Description	Technical Support	Procurement	Contract Management
	<p>technical proposals and management of contract for “Supply and Installation of Cybersecurity System”;</p> <ul style="list-style-type: none"> - support for implementation of regionally developed cybersecurity standards and protocols for critical public and private sector infrastructures, including development of standardized information sharing mechanisms; - training and general awareness for civil servants, including ICT professionals and CERT cybersecurity analysts; - recommendations on professional training opportunities for ICT professionals and potential CERT cybersecurity analysts; and - recommendations on public cybersecurity awareness campaign 			
Supply and installation of cybersecurity system	<ul style="list-style-type: none"> - design, supply, installation, testing and commissioning of the system, including hardware and software, to manage cybersecurity prevention and response for critical infrastructure, networks and government/citizen data, - training of end-users and ICT professionals to run and maintain the system; - one-year support with investigation of cybersecurity incidents, assessment of potential threats and development and implementation of measures to enhance cybersecurity; - support with revision of the operational procedures based on CERT performance assessment after one-year operation and analysis of security threats and incidents. 	Review the technical requirements to be delivered under “Support for Development of National Cybersecurity Capability”	√ evaluation of technical proposals to be supported by the consultant for Development of National Cybersecurity Capability	√ Coordinate technical input of the consultant for Development of National Cybersecurity Capability

Procurement Package	Description	Technical Support	Procurement	Contract Management
Unique digital identifier and citizen authentication	<ul style="list-style-type: none"> - back-end integration and clean-up of existing ID systems, registries, and databases using the MPID number based UIN assigned to individuals in the selected foundational ID registry (civil registry); - support with assignment of the MPID numbering system based UIN to individuals on a foundational ID registry; - development of a digital authentication layer to access digital government services and linked with currently accepted forms of ID; - establishment of requisite backend digital signatures infrastructure or services interoperable with identification and authentication layers. 	Review and revise the draft Terms of Reference	√	√
Development, Establishment and Adoption of a Digital Signature Framework		Review and revise the draft Terms of Reference	√	√
Systems integration	<ul style="list-style-type: none"> - development and configuration of an enterprise service bus/data exchange platform interlinking the various systems, databases, and services within Government, and support for integration with the authentication layer and government payment portal based on the agreed enterprise architecture and cybersecurity platform; - integration of newly digitized databases and services with the Government portal for secure access to citizens 	Review and revise the draft Terms of Reference	√	√
Establishment of an online web and mobile portal for accessing public services and information		Review and revise the draft Terms of Reference	√	√

Procurement Package	Description	Technical Support	Procurement	Contract Management
Procurement of hardware and software platform for systems integration and implementation of unique digital identifier, citizen authentication and digital signature	<ul style="list-style-type: none"> - hardware and software to establish platform for systems integration and implementation of unique digital identifier, citizen authentication and digital signature. 	Review the technical requirements to be delivered under the contracts for system integration and UDI	√	Coordinate technical input of the suppliers under the contract for system integration and UDI
Roll-out of national ID cards	<ul style="list-style-type: none"> - hardware and software to print ID cards; - tablets, printers and other enrolment equipment; - plastic cards 	Review of the technical requirements under the contract for UDI	√	Coordinate technical input of the suppliers under the contract for UDI
Capacity building of public sector IT professionals and civil servants	<ul style="list-style-type: none"> - development of training materials - delivery of training for IT professionals and civil servants 	√	√	√
Development of electronic entry permit mechanism	<ul style="list-style-type: none"> - business process re-engineering and assistance with preparation of technical requirements for cost-effective solutions for immigration kiosks with due considerations of regional experience, data and cyber security issues, system scalability, staff training and system maintenance; - support the evaluation committees and MDAs' technical experts with evaluation of technical proposals and management of the contract for "Supply and installation of immigration kiosks at ports and airports"; - development of recovery and business continuity arrangements; - development and implementation of programs to raise travel facilitation awareness for relevant institutions and agencies; - recommendations on promoting public electronic entry permit mechanism 	√	√	√

Procurement Package	Description	Technical Support	Procurement	Contract Management
Supply and installation of immigration kiosks at ports and airports	<ul style="list-style-type: none"> - supplying, installing, testing and commissioning of immigration kiosks at ports and airports, including integration of the existing mobile applications; - implementation of recovery and business continuity arrangements; - training of end-users and ICT staff and equipment maintenance 	Review the technical requirements to be delivered under “Development of electronic entry permit mechanism”	√ evaluation of technical proposals to be supported by the consultant for “Development of electronic entry permit mechanism”	√ Coordinate technical input of the consultant for “Development of electronic entry permit mechanism”
Feasibility study for implementation of Health Management Information System	<ul style="list-style-type: none"> - carrying-out of needs assessment, preparation of business, user and functional requirements and feasibility study covering technical, economic, legal, operational and implementation/ schedule aspects with consideration of the agreed enterprise architecture and cybersecurity platform; - development of high-level functional and non-functional requirements for the Health Management Information System following a modular approach; - provide support bid evaluation committees and MDAs’ technical experts with evaluation of technical proposals and management of the contract for “Supply and installation of Health Management Information System” 	√	√	√
Supply and installation of Health Management Information System	<ul style="list-style-type: none"> - supply, installation, testing and commissioning of Health Management Information System module, including equipment and application software, connectivity, where possible, of remote health facilities, associated training of end-users and ICT staff and system maintenance 	Review the technical requirements to be delivered under “Health Management Information System”	√ evaluation of technical proposals to be supported by the consultant for Feasibility study for implementation of Health Management Information System	√ Coordinate technical input of the consultant for Feasibility study for implementation of Health Management Information System
Addition of e-Payments Services on GoCD Platform	<ul style="list-style-type: none"> - development of technical requirements for bulk disbursement digitization 	√	√	√

Procurement Package	Description	Technical Support	Procurement	Contract Management
	- feasibility study including technology / distribution choice (cards, wallets, hybrid models);			
Bulk disbursements digitization	- support with upgrading financial infrastructure (payment settlement), operational considerations, policy modifications, and monitoring and evaluation; - implementation support with implementation of a pilot, financing payments and program management module, and monitoring and evaluation.	Review the technical requirements to be delivered under “Addition of e-Payments Services on GoCD Platform”	√ evaluation of technical proposals to be supported by the consultant for Addition of e-Payments Services on GoCD Platform	√ Coordinate technical input of the consultant for Addition of e-Payments Services on GoCD Platform
Development and Delivery of Digital Skills Training	- development of Digital Skills (basic and sector-specific) training based on the national training framework developed at the regional level; - delivery and coordination of Digital Skills (basic and sector-specific) training with consideration of gender diversity and inclusiveness; - training of trainers, quality assurance, coaching, help-desk, outreach and monitoring and evaluation.	Review of Terms of Reference	√	Not planned
Development and Delivery of Managerial Training	- development of technology adoption managerial (basic and sector-specific) training syllabi with consideration of gender diversity and inclusiveness; - delivery and coordination of managerial (sector-specific managerial) training; and - SME advisory, outreach, marketing, monitoring and evaluation, training of trainers	Review of Terms of Reference	√	Not planned
Procurement of Tablets	- procurement of tablets to support	Review of technical specifications	√	Not planned
Digital content for distance learning	- digital content and training to support access among vulnerable groups and remote learning by students.	Review of Terms of Reference	√	Not planned

Annexure 2. Project Development Objective Indicators

Indicator Name	Baseline	End Target
Increase access to digital services & technologies by governments, businesses & individuals		
Dominica: Internet penetration (Percentage)	69.60	90.00
Dominica: Adults with access to an e-money account (Percentage)	0.00	15.00
Of which percentatage women (Percentage)	0.00	50.00
Dominica: Percentage of users of digital public services reporting satisfaction with the efficiency of the transaction (Percentage)	0.00	65.00
Increase access to digital technologies and skills by businesses and individuals		
Aggregate number of individuals utilizing digital skills to improve workplace productivity or secure new employment oportunitites (Number)	0.00	2.050.00
Of which percentatage women (Percentage)	0.00	40.00
Regional: Number of individuals ulizing advanced digital skills to improve workplace productivity or secure new employment oportuntities (Number)	0.00	250.00
Of which percentatage women (Percentage)	0.00	40.00
Dominica: Number of individuals utilizing digital skills to improve workplace productivity or secure new employment oportuntities (Number)	0.00	480.00
Of which percentatage women (Percentage)	0.00	40.00
Aggregate: Number of fimrs adopting digital technologies and platforms for business purposes (Number)	0.00	400.00
Of which percentatage women (Percentage)	0.00	30.00
Dominica: Number of fimrs adopting digital technologies and platforms for business purposes (Number)	0.00	100.00
Of which percentatage women (Percentage)	0.00	30.00

Annexure 3. Intermediate Results Indicators by Components

Indicator Name	Baseline	End Target
Component 1: Digital Enabling Environment		
Eastern Caribbean electronic Communications Bill adopted at national level (Number)	0.00	4.00
Dominica: Effective retail price per GB for least costly 30-day prepaid mobile package (amount(USD))	9.25	7.40
Comprehensive Payment systems Law adopted at regional level (Yes/No)	No	Yes
Updated/harmonized licensing and oversight framework for digital financial services adopted at national level (Number)	0.00	4.00
Computer Emergency Response Team (CERTs) or cyber agencies are established and operational with staff and procedures in place and incident monitoring reporting being carried out in project countries (Number)	0.00	4.00
Component 2: Digital Government Infrastructure, Platforms, and Services		
Government enterpriser architecture adopted	0.00	2.00
Action Plans to strengthen business continuity, resilience and post-disaster recovery of critical digital infrastructure, operations, and services adopted at national level (Number)	0.00	3.00
Dominica: Number of digital government functions and services using shared services platform (Number)	0.00	12.00
Component 3: Digital Skills and Technology Adoption		
Aggregate: Number of individuals trained in digital skills programs (Number)	0.00	2,700.00
Of which pertentage women (Percentage)	0.00	40.00
Regional: Number of individuals trained in digital skills program (Number)	0.00	300.00
Of which pertentage women (Percentage)	0.00	40.00
Dominica: Number of individuals trained in digital skills program (Number)	0.00	800.00
Of which pertentage women (Percentage)	0.00	40.00
Regional: Number of individuals acquiring internationally or regionally recognized professional certification (Number)	0.00	300.00
Of which pertentage women (Percentage)	0.00	40.00
Aggregate: Number of firms completing technology adoption programs (Number)	0.00	400.00
Of which pertentage women (Percentage)	0.00	30.00
Dominica: Number of firms completing technology adoption programs (Number)	0.00	100.00
Of which pertentage women (Percentage)	0.00	30.00

