

# TERMS OF REFERENCE

**Jamaica: Preparation Grant- Foundation for Digital Government Transformation (FDGT)**  
GFPP Grant No. TF0C8979-JM – Component 1

**Assignment Title: Digital Government Rapid Assessment and Action Plan**  
**Reference No: FDGT/PG/CON/1.1**

## 1. Background

In advancing the national **VISION 2030 Jamaica** goals, the Government of Jamaica (GOJ) recognizes that a prosperous Jamaican economy (Pillar 3) with empowered citizens (Pillar 1) requires a resilient, robust and efficient digital infrastructure, serving as the foundation for modern, digital government services. The build-out of a national digital service framework is essential to reposition government services around citizens' needs - shifting from a model that requires citizens to come to government to one where government is digitally available anywhere, in a simplified, secured and accessible manner.

In April 2024 the World Bank Group (WBG) conducted a **Digital Economy Assessment (DEA)** of Jamaica's digital landscape. The purpose of the DEA was to identify gaps and make recommendations on policy, strategic and operational issues across Six (6) pillars; digital infrastructure, digital public platforms, digital financial services, digital businesses, digital skills and the trust environment. The findings revealed, among other things, the need to:

- (a) Strengthen institutional capacity and accelerate the implementation of the data privacy/data protection framework;
- (b) Improve the affordability of internet services by, *inter alia*, strengthening competition in the telecommunications market;
- (c) Address certain barriers that currently impede the inclusive and productive adoption of digital technologies; and
- (d) Continue the modernization of the digital financial services ecosystem.

Considering the foregoing and following discussions with the WBG and other Government entities, it was proposed in July 2025 to develop a Foundation for Digital Government Transformation (FDGT) programme. To facilitate expediting the scoping and design of the FDGT, the WBG has provided a Grant to the GOJ, through the Office of the Prime Minister (OPM). The Grant is administered by the Information and Communications Technology (ICT) Authority. The wider FDGT programme is expected to comprise activities under the following Three (3) high-level components:

- (a) Component 1: Digital Economy Enabling Environment
- (b) Component 2: Digital Public Infrastructure and Platforms
- (e) Component 3: Digital Skill and Technology Adoption

The need for Government services from anywhere came into sharp focus in October 2025, post Hurricane Melissa, where the need to rapidly reach affected citizens, transparently account for use of international aid, and to deliver targeted support to communities in storm-ravaged areas was made readily apparent.

This consultancy is a preparatory assignment under the Grant and is limited to rapid assessment, action planning, stakeholder engagement, data-source inventory, and identification of priority digital service projects needed to inform subsequent programme design.

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**2. Objective of the Consultancy**

The main objectives of this consultancy are to:

1. Provide the GOJ with a concise evidence base, a prioritized action plan, and practical decision options for the next stage of digital government transformation. The assignment shall identify institutional, technical, legal, data, and capacity gaps that affect selected high-priority public-facing services; clarify dependencies for digital public infrastructure and interoperability; and recommend realistic short-, medium-, and longer-term actions for consideration by the GOJ and development partners,
2. Develop a Digital Government Rapid Assessment and Action Plan (DGRAAP), assessing the institutional, technical, and legal readiness for digital transformation in Five (5) agreed Ministries, Departments and Agencies (MDA) whilst defining priority actions for short-term results and long-term development of the digital ecosystem, and
3. Identify Ten (10) priority use-cases to deliver improved customer service delivery through digital channels, including the rationale for selection, expected benefits, key dependencies, indicative complexity, risks, and suitability for scaling lessons to other services.

**3. Scope of Work**

For the avoidance of doubt, this is a rapid assessment and action-planning assignment, not a full government-wide systems audit, detailed solution design, or implementation project. Unless otherwise agreed in writing, primary data collection and readiness assessment shall focus on at least Five (5) agreed MDAs and on the selected high-priority public-facing services, with wider government observations limited to issues evidenced through desk review, stakeholder consultations, and the agreed MDA sample.

For this assignment, 'digital delivery' means that a user can complete the main service interaction through digital channels, with appropriate authentication, submission, payment where applicable, status notification, and outcome delivery or collection instructions. The assessment shall identify material back-office process changes needed to avoid merely digitizing inefficient or outdated workflows.

The Consulting Firm will be required to:

- (a) Conduct desk research, reviewing existing documents, policies, strategies, studies, statistics, infrastructure, systems and processes,
- (b) Identify relevant stakeholders,
- (c) Develop and administer Digital Governance questionnaires to at least Five (5) agreed upon MDA, with ICT Authority support for introductions; validate key questionnaire responses through targeted interviews or workshops where responses are incomplete, inconsistent, or material to the DGRAAP findings,
- (d) Map stakeholders to determine additional information needs,
- (e) Conduct online, hybrid and on-site meetings with approved list of key stakeholders,
- (f) Conduct a rapid assessment of digital government transformation readiness within the Five (5) agreed upon MDA and the selected services, including institutional & ICT workforce capacity, ICT infrastructure, legal readiness, data governance, cybersecurity, identity, payments, hosting, and interoperability, noting where foundational capabilities are absent, partial, or available for reuse,
- (g) Conduct an on-site digital governance workshop,
- (h) Identify immediate opportunities for results, distinguishing opportunities that can be achieved with existing foundations from those that require prior investment in data

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exchange, identity, payments, hosting, cybersecurity, legislative change, or business-process redesign,

- (i) Develop a Digital Government Rapid Assessment and Action Plan (DGRAAP), outlining the current state of digital governance in the Five (5) agreed upon MDA,
- (j) Develop an initial data source register listing all key databases, registers and digital services used by at least the Five (5) agreed upon MDA, with emphasis on data sources relevant to the selected high-priority services and interoperability priorities. The register is expected to be an initial inventory and prioritization tool, not an exhaustive government-wide catalogue, and shall record source owner, purpose, principal data categories, legal or access constraints, integration relevance, and apparent priority for further verification,
- (k) Recommend criteria for selecting the Ten (10) priority use-cases to deliver improved customer service delivery through digital channels, for approval by the Grant Project Manager in consultation with relevant GOJ stakeholders. Criteria shall consider public value, user demand, feasibility within current or planned digital foundations, interoperability and data-sharing value, inclusion and accessibility, implementation complexity, risks, and potential to generate reusable lessons for scaling to other services,
- (l) Present a draft DGRAAP, and
- (m) Present the approved DGRAAP.

#### **4. Key Experts Profile**

##### **Key Expert 1: Project Team Lead**

The expert should have at a minimum:

- Bachelor's degree or higher, with specialisation in AI, digital transformation, or Information Systems, or other related discipline
- Five (5) years of demonstrated experience in the field of Project Management of Digital Government Transformation related projects
- Project Management Professional/PRINCE2 certification, or equivalent

##### **Key Expert 2: Digital Transformation Lead**

The expert should have at a minimum:

- Master's degree or higher, with specialisation in AI, digital transformation, digital strategy or Information Systems, or other related discipline
- Eight (8) Years of demonstrated experience in the field of evaluation of Digital Government Transformation and development of assessments, action plans, strategies and policies
- Three (3) years of demonstrated expertise in Public Administration, Service Design or Business Process Management
- Demonstrated working knowledge of data protection and privacy frameworks, like the Jamaica Data Protection Act 2020, General Data Protection Regulation (GDPR) or equivalent
- Demonstrated experience leading similar digital government readiness, or e-Government assessment in a Latin America and the Caribbean or similar public sector context

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**5. Schedule of Deliverables and Reporting Requirements**

The ICT Authority is the Contracting Authority and is responsible for final approval of any contractual amendments and payments.

The designated representative for the supervision of this consultancy is the Grant Project Manager, who will approve all deliverables, subject to consultation with the relevant project implementation personnel and the ICT Authority CIO.

The intended start date is July 2026, and the period of implementation is 16 weeks from this date or up to 21 December 2026, whichever is earlier. The Consulting Firm shall provide the following outputs:

- (a) Recommendations for Ten (10) domain specific projects related to the digital delivery of existing high-priority Public-facing Government Services through digital channels, including selection criteria, rationale, expected user and institutional benefits, dependencies, risks, indicative complexity, and scaling relevance
- (b) Desktop research findings report, with sources
- (c) Digital governance questionnaire(s)
- (d) Stakeholder mapping report
- (e) An In-Country Mission including Four (4) on-site fact-finding workshops, One (1) Digital Governance workshop, with draft workshop agendas and a Mission Findings and Outcome Report
- (f) Digital Government Rapid Assessment and Action Plan (DGRAAP), including current state assessment, gap analysis, citizen experience findings, DPI readiness, cyber security infrastructure assessment, institutional & ICT workforce capacity, digital governance maturity scorecard, legal review, interoperability & data sharing, financial and investment
- (g) Initial data source register for the agreed MDAs and selected services
- (h) Project workplan
- (i) Project risk register
- (j) Monthly project progress reports
- (k) Final project report, to include lessons learned
- (l) Presentation of the approved DGRAAP

Below is the schedule of deliverables with the timeline for submission and approval, as well as the associated payment for each deliverable:

<b>Ref #</b>	<b>Deliverable</b>	<b>Minimum Content</b>	<b>Submission Date</b>	<b>Review Period</b>	<b>Payment %</b>
D1	Inception Report	<ul style="list-style-type: none"> <li>• Updated work plan</li> <li>• Project risk register</li> </ul>	2 weeks after contract signing	1 week	10%
D2	Desktop Research Findings Report	<ul style="list-style-type: none"> <li>• Review of existing policy documents, public reports, studies and statistical sources, to include full citation of sources</li> </ul>	4 weeks after contract signing	1 week	n/a
D3	Approved Digital Governance	<ul style="list-style-type: none"> <li>• Questionnaire to support stakeholder identification and desktop research</li> </ul>	6 weeks after contract signing	1 week	n/a

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<b>Ref #</b>	<b>Deliverable</b>	<b>Minimum Content</b>	<b>Submission Date</b>	<b>Review Period</b>	<b>Payment %</b>
	Review Questionnaire and survey / assessment instrument used				
D4	Stakeholder Mapping	<ul style="list-style-type: none"> <li>• Approved list of stakeholders to be interviewed and engaged</li> <li>• Includes public &amp; private sectors, academia and civil society organisations</li> </ul>	6 weeks after contract signing	1 week	n/a
D5	Fact finding mission	<ul style="list-style-type: none"> <li>• One (1) mission to Jamaica with at least Three (3) digital governance specialists to physically meet with Key stakeholders</li> <li>• Four (4) on-site workshops during the mission, to include proposed agendas</li> <li>• Review institutional readiness, digital infrastructure and human capacity constraints</li> <li>• One (1) hybrid Digital Governance Workshop for public sector stakeholders</li> <li>• Mission Findings and Outcomes Report</li> </ul>	8 weeks after contract signing	1 week	30%
D6	Draft of the Digital Government Rapid Assessment and Action Plan (DGRAAP)	<ul style="list-style-type: none"> <li>• Outline the current state of digital governance in Jamaica, assessing the institutional, technical, and legal readiness for digital transformation</li> <li>• Propose Action Plan to improve digital governance in Jamaica, to include immediate and short-term results and medium to long term actions developing the digital ecosystem, with prioritization, implementation dependencies, indicative sequencing, key risks, feasibility considerations,</li> </ul>	12 weeks after contract signing	1 week	15%

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Ref #	Deliverable	Minimum Content	Submission Date	Review Period	Payment %
		<p>and indicative order-of-magnitude cost categories where information is available</p> <ul style="list-style-type: none"> <li>Recommendation for Ten (10) domain specific projects on interoperability and citizen engagement related to the delivery of existing high-priority Public-facing Government Services through digital channels</li> </ul>			
D7	Initial data source register	<ul style="list-style-type: none"> <li>Initial data sources register for the agreed MDAs and selected services, outlining key data sources, ownership, principal data categories, legal or access constraints, relevance to selected services, and priority for further verification or integration</li> </ul>	12 weeks after contract signing	1 week	5%
D8	Monthly project progress reports	<ul style="list-style-type: none"> <li>Highlighting all activities, decisions taken, risks, challenges, lessons learned and mitigation strategies</li> </ul>	5 <sup>th</sup> , 9 <sup>th</sup> and 13 <sup>th</sup> Monday after contract signing	1 week	n/a
D9	Presentation of approved DGRAAP	<ul style="list-style-type: none"> <li>Hybrid presentation of draft and final approved DGRAAP</li> </ul>	15 weeks after contract signing	1 week	30%
D10	Final Project report	<ul style="list-style-type: none"> <li>Full report on all activities, decisions taken, challenges overcome and lessons learned. Include identified risks, assumptions and dependencies</li> </ul>	16 weeks after contract signing	1 week	10%

Deliverables must be submitted in soft/electronic copy using Microsoft Word and Adobe PDF (editable format). Where deliverables are subject to revisions following review, the Consulting firm shall provide the updated version in tracked change and clean formats, along with a review matrix as may be appropriate.

**5.1 Acceptance and Revision**

Each deliverable shall be deemed “approved” only upon written sign-off by the Grant Project Manager. Acceptance shall be based on: (a) completeness against the Minimum Content specified in the Schedule of Deliverables; (b) factual accuracy and quality of analysis; (c) clarity and professional presentation; and (d) responsiveness to comments raised in earlier review cycles.

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Each revised submission shall be accompanied by a tracked-changes version and a clean version. The Grant Project Manager shall return consolidated comments within the Review Period stated in the Schedule, and the Consulting Firm shall submit revisions within three (3) working days of receiving comments unless otherwise agreed in writing.

**5.2. Variations**

Revisions to the TOR will be accommodated through mutual discussion and agreement with the Grant Project Manager. The Grant Project Manager, as advised by the Procurement Specialist, will issue formal notification concerning any request for variation.

**6. Client's Input and Counterpart Personnel**

All day-to-day operations and communication regarding the implementation of activities under the contract will be handled by the contract supervisor or his/her designate.

The Consulting firm will work remotely and will be accommodated at the ICT Authority, for specified activities, as needed and agreed.

**7. Conditions**

All deliverables, intermediate outputs, working papers, raw stakeholder input, data collection instruments and the initial data source register produced under this contract shall be the exclusive property of the GOJ. The Consulting Firm and its personnel shall treat all information accessed during the assignment, including stakeholder responses and any data shared by MDA, as strictly confidential, and shall not disclose, publish, reuse or retain such information without prior written consent of the ICT Authority.

Personal data accessed during the assignment shall be handled in accordance with the Jamaica Data Protection Act 2020.

The Consulting Firm shall declare any actual, potential or perceived conflict of interest at proposal stage and continuously throughout the assignment, including any current or prospective engagements with vendors of digital government solutions, MDAs being assessed, or other parties with a direct interest in the outcome of the assessment.

Travel as required under this assignment is authorized and should therefore be included as an expense in the consultant's financial proposal.

The Consulting Firm shall provide the tools & resources required to undertake this assignment; where necessary the client will provide a venue for meetings. The Consulting Firm shall assume responsibility for office space during the conduct of the assignment.