

# TERMS OF REFERENCE

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

**Assignment Title: Proof of Concept & TOR for Government Process Improvement & Automation**

**Reference No: FDGT/PG/CON/1.3**

## 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 World Bank Group (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 programme, 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
- (a) 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 and Proof of Concept (POC) assignment under the Grant and is limited to identifying suitable process-automation opportunities, delivering a controlled POC for Two (2) agreed public-facing services, documenting lessons learned, and preparing a vendor-neutral procurement package for a subsequent larger process-improvement and automation assignment.

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## **2. Objective of the Consultancy**

The objective of this consultancy is to generate practical evidence on process-improvement and automation opportunities in select public-facing services and to use that evidence to prepare a procurement-ready, vendor-neutral package for a subsequent assignment covering Ten (10) agreed services. The assignment should support decisions on whether and how automation can reduce service delivery time, cost, error, or user burden while preserving data protection, cybersecurity, interoperability, accessibility, and operational sustainability.

The Three (3) main objectives of this consultancy are to:

1. Prepare a vendor-neutral, procurement-ready Terms of Reference (TOR), Request for Expressions of Interest (REOI) with qualification and evaluation criteria, estimated budget, and high-level implementation schedule to facilitate the future contracting of a consulting firm to design and **implement** process improvements and process automation for Ten (10) agreed existing public-facing Government services,
2. Conduct market analysis, identifying at least five (5) potential firms with relevant process improvement, process automation, public-sector service transformation, integration, cybersecurity, change management, and training experience, without limiting future competition to those firms, and
3. Design and **implement** a controlled process-improvement and automation POC for Two (2) agreed existing public-facing Government services, including any software licenses required for the POC, user awareness training on the tool, lessons learned and baseline and post-POC Time and Motion measurements.

## **3. Scope of Work**

For the avoidance of doubt, this assignment is not a full enterprise automation rollout and shall not create an exclusive or preferred technology pathway for future procurements. The POC should be limited to Two (2) agreed processes, or parts thereof, that can reasonably be improved and automated within the assignment period, with Ministries, Departments and Agencies (MDAs) readiness, data availability, security, integration complexity, and continuity risks considered before selection.

The Consulting Firm will be required to:

- (a) Conduct desk research, reviewing best international practices related to existing documents, policies, strategies, studies, infrastructure, systems, process documentation, data-protection requirements, cybersecurity requirements, accessibility requirements, and relevant Government technology standards,
- (b) Identify at least Five (5) relevant process-improvement and automation opportunities using agreed selection criteria, including public value, transaction volume or user impact, baseline service delivery time/cost, process stability, data availability, complexity, cybersecurity and privacy risk, MDA readiness, and feasibility within the POC timeframe. This list will inform the selection of the Two (2) processes for the POC,
- (c) Design and **implement** process improvement and automation POC for Two (2) agreed existing public-facing Government services, including baseline measurement, As-Is and To-Be process maps, and post-implementation measurement of time, cost, error, and/or user-experience improvements,

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- (d) Conduct online, hybrid, or on-site meetings with agreed key stakeholders, including service owners, ICT teams, process users, data-protection/cybersecurity representatives, and end-user representatives, where appropriate, to validate process maps, risks, requirements, and acceptance criteria,
- (e) Prepare a vendor-neutral TOR, related REOI with qualification and evaluation criteria, estimated budget, and high-level implementation schedule to facilitate the future contracting of a consulting firm to design and implement process improvements and process automation for Ten (10) agreed existing public-facing Government services. The future TOR shall avoid naming or favoring the POC tool unless objectively justified and approved,
- (f) Conduct market analysis identifying at least Five (5) potential firms suitable for responding to the future TOR. The analysis shall be based on publicly available information and/or non-confidential market sounding, shall not restrict eligibility in the subsequent procurement, and shall identify any apparent conflict-of-interest considerations,
- (g) Present the draft and final TOR, REOI with qualification and evaluation criteria, estimated budget, high-level implementation schedule, and market analysis to the ICT Authority and agreed stakeholders, and
- (h) Present POC findings, to include actual time and cost savings analysis.

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

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

The expert should have at a minimum:

- Bachelor's degree or higher, with specialisation in AI, digital transformation, digital strategy, Information Systems, Computer Science or Business Process Operations, or other related discipline
- Project Management Professional/PRINCE 2 certification, or equivalent
- Three (3) years of demonstrated experience managing Process Automation related projects
- Four (4) successful process automation projects managed in the past Ten (10) years

#### **Key Expert 2: Process Automation Lead**

The expert should have at a minimum:

- Master's degree or higher, with specialisation in AI, digital transformation, digital strategy, Information Systems, Computer Science or Business Process Operations, or other related discipline
- Five (5) Years of demonstrated experience in the field of Process Reengineering, Process Design, Process Mapping or Process Improvement
- Three (3) Years of demonstrated experience related to Process Automation

### **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.

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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 Chief Information Officer (CIO).

The intended start date is August 2026 and the period of implementation is 16 weeks from this date or up to 21 December 2026, whichever is earlier. Below is the schedule of deliverables with the timeline for submission and approval, as well as the associated payment for each deliverable:

ID	Deliverable	Minimum Content	Submission Date	Review Period	Payment %
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	POC Implementation Plan	<ul style="list-style-type: none"> <li>Selection criteria for POC opportunities; list of at least Five (5) process-improvement and automation opportunities; baseline information available for each; estimated time, cost, risk, and user-impact considerations</li> <li>Recommendation of Two (2) POC processes, or parts thereof, with rationale;</li> <li>Work plan, implementation schedule, risk register, acceptance criteria, and MDA roles for the POC</li> </ul>	2 weeks after contract signing	1 week	n/a
D3	Approved Process Maps	<ul style="list-style-type: none"> <li>Approved As-Is and To-Be process maps for the Two (2) agreed processes, including pain points, responsible roles, data inputs/outputs, systems touched, controls, user journey impacts, risks, and acceptance criteria</li> </ul>	7 weeks after contract signing	1 week	10%
D4	Implementation of POC for Two (2) improved, automated processes	<ul style="list-style-type: none"> <li>Successful implementation of POC for Two (2) improved process automations</li> <li>User awareness training in the tools and improved processes;</li> <li>Any software licences required for the duration of the POC</li> <li>Baseline and post-implementation analysis of time, cost, error, or user-experience improvements</li> <li>Final POC report highlighting activities, decisions, risks, challenges, lessons learned, sustainability requirements, and mitigation strategies</li> </ul>	15 weeks after contract signing	1 week	40%

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<b>ID</b>	<b>Deliverable</b>	<b>Minimum Content</b>	<b>Submission Date</b>	<b>Review Period</b>	<b>Payment %</b>
D5	TOR and REOI	<ul style="list-style-type: none"> <li>Stakeholder identification and consultations report</li> <li>Review of international best-practices with citations</li> <li>Market analysis report identifying at least Five (5) potential firms. For each firm, provide name, country and/or regional presence, relevant experience, comparable assignments, apparent strengths, and any apparent conflict-of-interest considerations.</li> <li>Vendor-neutral TOR and REOI in agreed format, to include qualification and evaluation criteria, scope of work, deliverables, staffing requirements, performance standards, estimated budget, high-level implementation schedule, cybersecurity/data-protection requirements, interoperability requirements, documentation and handover requirements, and incorporating lessons learned from the POC</li> </ul>	15 weeks after contract signing	1 week	30%
D6	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>	Every 4 <sup>th</sup> Monday after contract signing until completion	1 week	n/a
D7	Final Project report	<ul style="list-style-type: none"> <li>Full report on all activities, decisions taken, challenges overcome and lessons learned during execution of the contract. Include identified risks, assumptions and dependencies, final recommendations for scaling process improvement and automation, and final updates to the TOR/REOI package based on POC lessons and review comments</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. Each revised submission shall be accompanied by a tracked-changes version and a clean version.

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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. Conflict of Interest, Vendor Neutrality and Ownership**

The Consulting Firm shall prepare the future TOR and REOI in a vendor-neutral manner and shall not structure requirements to favor its own tool, affiliate, partner, or proprietary implementation approach. The Consulting Firm, its affiliates, and any named tool vendor materially involved in the POC shall not participate in the subsequent process-automation procurement unless the GOJ and the WBG determine in writing that no conflict of interest exists under the applicable procurement rules.

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

### **7. 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 only be accommodated at the ICT Authority, for specified activities, as needed and agreed.

### **8. Conditions**

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 Consulting Firm'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.