TERMS OF REFERENCE FOR PROJECT COORDINATOR (PC)

A. INTRODUCTION

1.**Project number**: **P171258**	2. **Organization name**: Department of the Public Service
3**. Project name**: Caribbean Digital Transformation Project	3.1.**Position**: Project Coordinator (PC)
4. **Contract duration**: Beginning: October, 2020 End: September, 2025	4.1 **This position reports to**: Director Public Sector Modernization

5. Project Background:
The Government of Saint Lucia is preparing to implement a digital transformation project, financed by the World Bank Group.

The Project will be launched in St. Vincent, Grenada, Dominica and Saint Lucia.   The objective of the Project is to increase access to digital services, technologies and skills by governments, businesses and individuals in the participating Eastern Caribbean countries.   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. It aims to ensure that every individual and business within the region 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 the region. 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.

Coming out of the Medium Term Economic Development Plan: St. Lucia identified digital development as a driver of economic growth and competitiveness. As part of its efforts at modernizing the public Sector, providing a more efficient service to the citizenry through a digital experience Government of Saint Lucia launched the **DigiGov Project. To further support this the CARDTP program's national CRDTP program's national level activities in St. Lucia fill key gaps identified in the implementation of the DigiGov program and aim to promote economy-wide digital transformation.**
This include a combination of digital infrastructure enhancements, enabling environment improvements, and support for digitization of the private sector and greater adoption of digital services. Given the ongoing DigiGov project, the CARDTP program does not directly support the development of additional digital services.

Furthermore, the project is seen as a key driver of private sector digitization and digital skills development and will adopt a sector-focused view towards the process. Note that the sub-component numbering aligns with the overall regional program framework (not all sub-components will have anational level implementation.

The Components of the project at the national level are:

Component 1: Digital Enabling Environment

Subcomponent 1.3: Cybersecurity, Data Protection and Privacy (US$ 3.5 million)

The project will support for development of national level cybersecurity capability to monitor, identify, protect against, and respond to cyber threats and support for requisite enabling environment and capacity improvements at the national level. The CERT will be established using a regionally compatible design and frameworks developed as part of the regionally implemented activities under the subcomponent. Specific activities under this subcomponent include –

a. Financing for hardware and software necessary for CERT activities including threat monitoring, incident logging, automation of investigation, and sensors for collection of telemetry information.
b. Support for CERT human capacity including support for hiring of CERT manager and analysts

c. 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.

d. Support for implementation of regionally developed cybersecurity standards and protocols for critical public and private sector infrastructures, including development of standardized information sharing mechanisms.

e. Support for development and implementation of a national level awareness campaign; training and general awareness for civil servants; and professional training opportunities for ICT professionals and potential CERT cybersecurity analysts

Component 2: Digital Government Infrastructure, Platform and Services
Sub-component 2.1: Cross-Cutting Enablers of Digital Government Operations and Services (US$ 3.3 million)

Sector-specific digital transformation strategies (US$ 0.3 million): This activity supports the development of sector-focused digital transformation strategies that align with the objectives of GOSL's economic development and digitization plans, to develop pathways for modernization of priority sectors such as tourism, agriculture, and services exports. The activity will also inform national level skill development and digitization of traditional industries activities under component 3, by providing potential target markets and solutions for individuals and firms to work towards:

Digital Infrastructure strengthening and continuity of government operations (US$ 3.0 million): This activity will fill infrastructure gaps in supporting the implementation of the DigiGov platform, and future digital government services. The activity includes enhancements to nodal digital infrastructure and improving resilience of digital government and ability for civil servants to work remotely. Specific activities include:

a. Support to expand government datacenter capacity to host the DigiDov platform and associated data and services; and support to upgrade the datacenter to include resilience building measures such as automatic fire suppression.

b. Development of a government cloud environment and migration of public sector data to the primary government datacenter and integration with the DigiGov platform. Migration will support reductions in energy consumption compared with older, less efficient and siloed services and

improve data security and backup/recovery in the event of disruption due to natural disaster or other event.

c. Development of a continuity of operations plan for Government and enhancing remote working capabilities, including associated business process reengineering, training, and conduct of periodic emergency drills.

Capacity building of public sector IT professionals and civil servants (US$ 0.5 million): Financing for awareness raising and training program to support technical capacity development of the Government **Information Technology Services (GITS) and Public Sector Modernization Unit staff ICT staff and others** as relevant.

Sub-component 2.2: Government Productivity Platforms and Citizen-Centric Digital Services (US$ 1.0 million)

Bulk disbursements digitization (US$ 1.0 million): The activity will provide support to digitize recurring government bulk disbursement streams, including government to citizen, government to business, and vice versa. The activity will use cash-based social transfer programs as a pilot use case for the government payment platform, promoting digital financial services, and building familiarity with cashless payments and digital service delivery. This activity will include – Feasibility study including technology/distribution choice (cards, wallets, hybrid models).

a. Support with upgrading particular financial infrastructure (payment settlement), operational considerations, policy modifications, and monitoring and evaluation.

b. Implementation support, including subsidizing a pilot, financing payments and program management module, and monitoring and evaluation work.

Component 3:   Digital Skills and Technology Adoptions

Sub-component 3.1 Workforce-Ready Digital Skills (US $1.7 Million)

This sub-component aims to support training to employment opportunities in digitally-enabled professions and the civil service. It will complement the regional level activities supporting more advanced and specialized digital skills development and remote working placements with global firms and clients. It will include a digital skills development and workforce readiness coaching program targeting development of skills identified to be in demand within digitally enabled professions in St. Lucia or in the Eastern Caribbean Region (as identified through the regional level activities under Component 3).

Implementation will be through a local training institution, potentially in partnership with a firm or non-profit foundation to administer the skills trainings, provide job coaching and "soft" skills support to participants and develop partnerships with private sector industries interested in contributing to curriculum development, executing the trainings and hiring of graduates. The program will include dedicated outreach and programming to attract and support women and at-risk youth to participate in the program and will be administered through a combination of in person training and mentoring and online learning to enable more flexible participation by a wider range of interested individuals.

Sub Component 3.2 Technology and Innovation (US$3.0) million)

This sub-component seeks to increase adoption of digital technologies, platforms and digitally enabled business models by small and medium enterprises (SMEs). It aims to boost the productivity

and competitiveness of traditional industries, initiate a cultural shift towards modernization and innovationin the private sector and to overcome the current lack of demand for digitally skilled professionals and IT services in the regional market. Specific activities will include: (a) a program to accelerate the adoption of digital technologies within priority sectors (tourism, agriculture, etc.) by providing managerial training, business advisory services and matching grants to competitively selected SMEs to promote digital technology and marketing investments; (b) a grant-funding mechanism to SMEs that provide an internship to participants of the digital skills programs (under sub-component 3.1); and (c) support for a co-working space and advisory services for digitally enabled startups. The managerial training and business advisory programs will be implemented through a model that includes an experienced professional operator to be competitively selected (private company, non-profit institution or consortium) under an outcome/performance-based performance contract, in partnership with national service providers.

Component 4: project Implementation Support (US$2.0 million)

This component includes support to PIU for the implementation and management of national level project activities, including for staffing of the PIU as well as capacity building and training initiatives. 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. Day-to-day operational Expenses/overheads will be financed through counterpart funding (TBC during appraisal)

B. FUNCTIONS

Key duties of this position:	The Project Coordinator (PC) will be responsible for overseeing the project implementation, monitoring, and reporting. The PC will act as a coordinating point between the Department of the Public Service, its implementing agencies and the World Bank (WB) for all actions related to the project implementation. The PC is responsible for overall project implementation, in line with the operational manual, and the strategic and technical direction of the project, as outlined in the project appraisal document. The PC will have overall responsibility for the adherence to environmental and social safeguards policies.

Responsibilities:

- Managing the Project Implementation Unit (PIU) and overseeing of the overall project implementation progress;
- Leading the planning, coordination, and systemic monitoring of the project's overall progress in achieving the intermediate results indicators and the Project Development Objectives (PDO);
- Coordinating and facilitating all communication between the Ministries, the WB and other stakeholders as needed;
- Preparing project implementation and procurement plans in conjunction with PIU staff and presenting them for no objection by the WB;
- Ensuring that the timeline for the execution of each component is on track for achieving the Project Development Objectives (PDO);

- Ensuring that the annual budget and disbursement plans for the project are prepared and approved in a timely matter and planned vs. actual variance analyses are regularly conducted.
- Establishing an internal reporting system for the Project, including development of reporting formats, flows of information, data sourcing for specific M&E needs from other public agencies and stakeholders;
- Regularly updating the Permanent Secretary (PS) on the project implementation progress and relevant issues and assisting the PS in making effective and timely decisions;
- Monitoring and supervising the performance of the PIU staff and ensuring the effective delivery of programming and administrative support to the project implementation;
- Overseeing monitoring of the project implementation progress and ensuring the quality of progress reports and other reports for the Ministry and the WB;
- Working closely with the project procurement specialist on implementation of the procurement plan, in coordination with the World Bank procurement specialist assigned to the project. The PC is responsible for delivery and oversight of the procurement plan to support the achievement of project objectives.
- Working closely with the financial management (FM) specialist of the project, the PC will support the production of timely and accurate financial management documents in accordance to instruction in the project PAD and the World Bank FM specialist supporting the project.
- Preparing regular project monitoring reports as required, in collaboration with other Project Implementation Unit (PIU) staff, identifying potential implementation risks in achieving the PDO, and proactively proposing potential solutions;
- Leading the organization of implementation support missions, a midterm review, a final review and other missions or reviews and ensuring the timely dissemination of results and implementation of follow-up actions;
- Guiding and supporting the PIU staff and other stakeholders involved in the project implementation in the proper monitoring and evaluation of project activities;
- Cooperating with beneficiaries and stakeholders to ensure high quality project monitoring;
- Properly filing and maintaining all Monitoring & Evaluation (M&E) documents;
- Communicating the project objectives and achievements to the public, media, policy makers and other stakeholders and effectively promoting the project visibility;
- Overseeing the adherence to environmental and social safeguards policies and guiding the PIU staff in the effective implementation of the project's "Environmental and Social Framework";
- Performing any other tasks pertaining to the project as reasonably assigned by the PS.

C. REQUIREMENTS

Education	A master's degree in labor studies, social science, statistics, economics or a related field. Equivalent combination of bachelor's degree in the above areas with relevant work experience in project management will be considered.
Work experience & skills	- At least 5 years of direct relevant professional experience in project management; - Experience in project management and M&E directly related to public sector reform, private sector development, and digital development and under the project financed by international financial institutions such as the World Bank, the Caribbean Development Bank, etc. is an advantage; - Proven skills in research and data analysis; - Senior work experience in donor-funded projects would be an advantage.

	- Experience with implementing or monitoring environmental or social safeguards would be an advantage. - Experience with implementation of financial management and procurement strategies in donor-funded projects.
Language skills	High proficiency in spoken and written English
Computer literacy	High proficiency in MS Office (Word, Excel, PowerPoint, MS Project etc.) and excellent web navigation skills
Other skills	- High professional and personal integrity; Track record of accountability including in complex project management situations involving multiple stakeholders. - Strong leadership skills: - Excellent communication and interpersonal skills; - Ability to collaborate effectively with diverse stakeholders; - Ability to work both independently and collaboratively in a team; - Organizational skills and the ability to concurrently handle multiple assignments.

D. CONTRACT DURATION

The initial duration of the consultancy service rendered will be 36 **months** with a probationary period of **6 months.** The contract will be extendable on an annual basis subject to satisfactory performance.

E. COST ESTIMATE

		Total amount
I	REMUNERATION* (36 months x USD 4,000.00/per month)	USD $144,000.00
	TOTAL	**USD $ 144,000.00**
Notes: * Individuals will be expected to pay tax in accordance with the Income Tax of Saint Lucia Cap 15.02		