

Caribbean Digital Transformation Project

Terms of Reference for

Undertaking Training Needs Assessment

1.0 Introduction

The Caribbean Digital Transformation Program (CARDTP), also referred to as the (Project) is a World Bank funded regional initiative currently being implemented in Saint Lucia and four (4) other Organization of Eastern Caribbean States (OECS) Countries over the coming five (5) year period to the tune of USD\$20M.

CARDTP is designed to address existing gaps in government infrastructure, cybersecurity, cloud infrastructure, platforms and build capacity. The Project enables the government to provide a unified portal for citizens to access digital services and track transactions, continuity of operations procedures, and capacity building of public sector ICT staff, in line with the enhanced mandate and workload and to implement, at the regional and national levels, a combination of digital infrastructure enhancements. These are aimed at creating an enabling environment for improvements, support for digitization of the private sector and greater adoption of digital services.

The Project serves to build on the framework of the Medium-Term Economic Development Plan and the National Competitiveness Agenda, the efforts of the Government of Saint Lucia (GOSL) to improve public sector modernization and develop a domestic digital economy as a top priority to:

- I. transform public services delivery, utilizing digital technologies and platforms to improve the user experience for citizens accessing public services and to improve the efficiency of internal government operations;
- II. mitigate the impact of climate change and natural disasters by putting in place resilient policies and systems, that promote government business continuity in the event of natural or other disasters;
- III. implement a large-scale public service modernization project (DigiGov) that is supported by various international and regional programs, e.g. Caribbean Regional Communication Infrastructure Program (CARCIP).

Project Components

The following provides a brief description of the Project components:

Component 1: Digital Enabling Environment

Support the development of a positive enabling environment in Saint Lucia'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 that are required to support modernization of the telecommunications and

digital financial services sectors, while mitigating growing risks of a digital economy, including cybersecurity, data protection and privacy.

The Project will also support the 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 Computer Emergency Response Team (CERT) will be established using a regionally compatible design and frameworks developed as part of the regionally implemented activities under the subcomponent.

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 strengthen the digital infrastructure, services, and platforms necessary to implement GOSL public service modernization vision, complementing the DigiGov Project. It will also prepare the GOSL for deeper interconnectivity and interoperability of data and information systems across borders to smooth administration of regional trade, immigration and other services between countries. Finally, it will aim to ensure continuity of GOSL's operations and services, enable real-time data driven decision making, facilitate remote working for civil servants, and ability to rapidly target and deliver payments and social services to citizens and businesses, in the event of natural disasters and external shocks.

Component 3: Digital Skills and Technology Adoption

This component aims to better equip individuals and businesses in Saint Lucia 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 Saint Lucia 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, as well as establishing connections with global employment opportunities through online working platforms.

Component 4: Project Implementation Support

This component supports the national Project Implementation Unit (PIU), with management and implementation of the Project and associated activities. The Project will support capacity building initiatives, as well as the staffing of PIU, through the hiring of expert consultants for key areas such as, project management, technical advisory and implementation support, procurement, financial management, environment and social safeguards, monitoring and evaluation and strategic communications.

2.0 Background

The Caribbean Digital Transformation Project is envisaged to introduce cost savings in public administration and service delivery by digitizing and automating core government functions and centralizing provision of digital infrastructure, connectivity and other IT services across government. In so doing, the Project also includes efforts to build and retain technical expertise within government through capacity building programs and knowledge transfer provisions of IT services contracts. As a consequence, the capacity of the core IT department staff and wider civil service must be built to generate the knowledge, skills and abilities to undertake such tasks with confidence. Additionally, staffing of the PIU as well as capacity building and training initiatives. Capacity building and training of ICT Unit staff on the use, maintenance, and enhancement of the data exchange platform to be undertaken under this Project.

The Capacity building of public sector IT professionals and civil servants to undertake project work in Cybersecurity, Data centre Operations, ICT, and Online Platforms: training program to support technical capacity development of Government Information Technology Services Limited (GITS) and Public Sector Modernization Unit ICT staff. The activity will leverage advanced professional training courses developed under Component 3.1 by financing access to those trainings for staff (with potential time-based employment bonds post completion).

This component includes support to the 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.

Trust in online transactions to strengthen the security and resilience of digital infrastructure and systems must be built. It will promote cybersecurity awareness and capacity building as well as create an enabling environment and institutions needed to protect the public and private sector from cyber vulnerabilities. The project will utilize a combination of regional and national level approaches to share knowledge, and resources and to respond to shared threats. The subcomponent will also include support to develop harmonized data protection and privacy frameworks across the region to ensure a unified space for investment and deployment of data-driven services. Specific activities will include:

- (a) Reviewing and updating of regional and national cybersecurity policies, legislation, regulation, and institutional and coordination structures
- (b) Establishing a Computer Emergency Response Team (CERT) or a cybersecurity agency at the national level in line with a regionally agreed model and support for regional threat intelligence sharing, incident escalation, and support protocols;
- (c) Regionally coordinated capacity building and networking for government cyber professionals and cyber awareness campaigns for civil servants and general public; and
- (d) Review and update of regional and national data protection and privacy laws and data access and exchange policies.

3.0 Objective

The purpose of this training needs assessment is to identify performance requirements and the knowledge, skills, and abilities needed by the indicated agencies workforces to achieve the requirements. This is aimed at effectively directing resources to areas of greatest demand to address resources needed to fulfill the Government of Saint Lucia's objective of digital transformation: delivering services online to improve productivity, and provide quality products and services.

This needs assessment is intended to identify the "gap" between performances required for furtherance of the new mandate and current performance. Where a difference exists, the needs assessment should explore the causes and reasons for the gap and suggest the relevant skills / training to close or eliminate the gap. Additionally, the needs assessment should also considers the consequences for ignoring the gaps.

4.0 Scope of Training Needs Assessment:

- **Organizational assessment** evaluates the level of organizational performance. An assessment of this type will determine what skills, knowledge, and abilities an agency needs. It determines what is required to alleviate the problems and weaknesses of the agency as well as to enhance strengths and competencies, especially for Mission Critical Occupation's (MCO). Organizational assessment takes into consideration various additional factors, including changing demographics, political trends, technology, and the economy. Occupational assessment identifies how and which occupational discrepancies or gaps exist, potentially introduced by the new direction of an agency. It also examines new ways to do work that can eliminate the discrepancies or gaps.
- **Individual assessment** analyzes how well an individual employee is doing a job and determines the individual's capacity to do new or different work. Individual assessment provides information on which employees need training and what kind.

5.0 Deliverables

1. **Inception Report** detailing current state assessment of each Agency, as well as their understanding of future ICT needs. This should take the form of:

Needs Assessment Plan - critical occupational and performance requirements as well as identification of performance requirements that can best be satisfied by training and other developmental strategies.

The needs assessment is likely to be only as successful as the planning.

- i. Set goals/objectives for the needs assessment
- ii. Evaluate organizational (agency) readiness and identify key roles
- iii. Evaluate the Government's existing plans to pursue its Digital Transformation Agenda alongside the required skillsets for its delivery.
- iv. Ascertain the desired skill sets to undertake GOSL's Digital Transformation Agenda
- v. Describe the desired outcomes that will contribute to the above objectives
- vi. Assess the current capacity and capabilities of the Agencies
- vii. Clarify critical skills and behaviors needed to achieve desired outcomes
- viii. Define required drivers essential to sustain the critical behaviors.
- ix. Prepare assessment plan
- x. Inventory the capacity of staff and technology to conduct a meaningful training skills assessment and analysis

2. Training Plan

- i. Obtain needs assessment data (e.g., review strategic plans, assess HR metrics, review job descriptions, conduct surveys, review performance appraisals)
- ii. Analyze the collected data
- iii. Define performance problems/issues: occupational group/individuals
- iv. Describe critical behaviors needed to affect problems/issues
- v. Research integrated performance solutions
- vi. If training is the best solution, determine best training and development approach(es)
- vii. Propose a multi-year training plan of action to build the needed capacity and requisite skills to fill in the identified gaps to include soft skills, behavioural change, and customer relations.
- viii. Suggest the institutions and specific programs required per individual.
- ix. Assess cost/benefit of training and development approach(es); build a "business case"
- x. Include organizational drivers needed to reinforce the critical behaviors proposed to correct problems/issues
- xi. Relevant stakeholders are to be consulted through various means to ensure that there is feedback on the Consultants proposition.

3. Training Needs Assessment Report

The results of the needs assessment allows the setting the training objectives by answering two very basic questions: what are the skill deficits and what are the most efficient ways to fill it? With the full knowledge that certifiable courses from recognized training providers should be pursued. Then, it is more likely that an accurate identification of whom, if anyone, needs training and what training is needed. Some performance gaps can be reduced or eliminated through other management solutions, such as communicating expectations, providing a supportive work environment, and checking job fit. These interventions also are

needed if training is to result in sustained new behaviors needed to achieve new performance levels, for an individual, an occupation, or an entire organization. This report should include an indication of discussions and comments from the various agencies.

6.0 Stakeholders

1. Government Information and Technology Services Limited
2. Government Information Service
3. Department of Public Sector Modernization, Department of Public Service
4. Caribbean Digital Transformation Project, Project Implementation Unit.
5. ICT Staff from the following Ministries:
 - i. Education
 - ii. Planning
 - iii. Health
 - iv. Finance
 - v. Inland Revenue Department and,
 - vi. Customs and Excise Department
6. Human Resources Officers of the Ministries indicated in 5 above.

7.0 Reporting

The Service Provider will report to the Ministry of the Public Service, Department of Public Sector Modernization. Close collaboration with the Stakeholders indicated above is expected to provide the deliverables within a five (5) month period.

8.0 Expected Deliverables and Timelines

The Consultant shall prepare and submit two (2) printed copies and a pdf copy of each of the following:

#	Deliverable	Weeks after Contract Signing	Payment %
1	Inception report and proposed work plan	2	10
2	Needs Assessment	8	20
3	Training Plan and draft Training Needs Assessment Report	14	40
4	Completion of a stakeholder's workshop	20	30

	and submission of corresponding report that should capture comments from stakeholders, feedback to the Training Needs Assessment Report.		
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9.0 Expertise Required

Qualifications

The technical proposal must contain the Consultant's CV detailing, project relevant experience, references, and sample publication of the Individual Consultant to meet the following requirements:

- a. Minimum Undergraduate degree in Information Management, Information Technology or Information Communications Technology, Human Resources Development, Workforce Development Training, Human Resources Management, Organizational Behaviour or related field, or equivalent professional qualifications.
- b. Five (5) years of experience in undertaking training needs assessments, feasibility studies, training, human resource development, human resource management and related activities.
- c. Five (5) years' work experience in IT / ICT, or related field. A background and experience focusing on the public sector is an advantage.
- d. Senior consultant or management experience with a substantial track record in designing and directing Human Resource Development Strategies.
- e. Demonstrated expertise developing IT / ICT training or expertise in operating a functional ICT Department, preferably within the public service.
- f. Demonstrated expertise in undertaking IT / ICT capacity assessments, with developing IT / ICT skillsets to perform required tasks to be aligned organizational needs, specifically in digitizing the public service would be advantageous.

10.0 Responsibilities

10.1 Consultant

- All data, corresponding information, and reports obtained from the Government in the execution of the services shall be properly reviewed and analyzed by the Consultant. All such data, information and reports shall be treated as confidential.
- As needed, the consultant shall be responsible for arranging necessary office and living accommodations, transportation, and secretarial services and all other input required for the purpose of the assignment.

- The consultant shall make their own arrangements for document reproduction, printing and reproduction of all reports during the course of the assignment.
- Due to Covid 19 concerns, remote consultations would be allowed, however at least one site visit is required, which necessitates that the Consultant be in adherence to the country's Covid 19 entry requirements at their expense. The Government reserves the right to waive this requirement, in the event that the Covid 19 situation worsens or changes.

10.2 CLIENT

- The Government shall facilitate the participation of necessary entities and institutions and shall provide material support to ensure the successful organization of the planned activities.
- The Government will provide local resources to support the Consultant with the
- The Government will provide oversight and strategic guidance during project implementation.
- The Government shall provide access to all relevant information. The Government shall provide feedback on reports submitted within two weeks of receipt.