

Terms of Reference

1 Background

- 1.1 Grenada is a small, open island economy of approximately 110,000 inhabitants. The country is highly vulnerable to weather events, volatile terms of trade, and economic downturns in external markets that impact tourism and foreign direct investment. These factors reinforce each other: as economic activity diminishes in the aftermath of a natural disaster, the cost of reconstruction imposes a direct fiscal burden, which limits budgets available for long-term investments in human capital, resilience and economic growth.
- 1.2 Estimates of average annual loss in Grenada due to natural disasters accounted for 10.8 percent of GDP between 1994 and 2013, the highest in the world. The collapse in external demand in the wake of the global financial crisis in 2008 contributed to a protracted recession in the country from 2009 through 2012. The macroeconomic and structural policies that the government has implemented since 2012 have put Grenada on a path toward fiscal resilience. In 2013, with the support of the World Bank (WB), International Monetary Fund, and the Caribbean Development Bank, the Government of Grenada (GOG) developed the Homegrown Structural Adjustment Program (HSAP), which put the country back on a path of recovery. A fiscal responsibility legislation, tax reforms, debt restructuring, and a medium-term debt management strategy have strengthened the macroeconomic policy environment. Economic growth rebounded and has averaged 5.5 percent since 2014, driven economic activity in agriculture, construction and tourism.
- 1.3 Thanks to improvements in living standards, Grenada has experienced notable gains in social development over the past two decades. Recent data on social indicators show that Grenada has made progress on many of its Millennium Development Goals. The under-five mortality rate decreased from 15.9 per 1,000 live births in 2000 to 11.8 in 2013, and the maternal mortality ratio per 100,000 live births declined from 29 in 1990 to 27 in 2015. Grenada's population has near-universal access to drinking water (97 percent in 2015) and sanitation (98 percent in 2015). The country shows high rates of net primary school enrollment rate (98.4 percent in 2013) as well as access to electricity (90.9 percent in 2012) and mobile phone service (100 percent in 2014).
- 1.4 Sustaining economic growth and development in Grenada will require the country to improve its productivity and competitiveness in key sectors by adapting to the digital era. The public sector in Grenada is characterized by institutions that operate in silos and under outdated regulatory frameworks. The implementation of core administrative functions suffers from reliance on manual systems, low human resource capacity, limited strategic planning, and weak information management. Systems, processes and service delivery channels remain fragmented across individual ministries and departments in the absence of an interoperability framework to facilitate the exchange of data and information.
- 1.5 Past administrative reforms in public service management in Grenada have been wide-ranging and lacked specific focus on targeted, foundational issues that lie at the core of public sector productivity. Building on the successful trajectory outlined by HSAP, the current reform agenda set forth by GOG in its Public Service Management Reform Strategy (PSMRS) adopts a “building

block approach,” which emphasizes manpower management, wage bill reform, human capital development, and e-government.

- 1.6 The future of public sector in Grenada is envisioned as an information-centric flow of data, information and services that cut across boundaries to deliver smarter, customer-centered public services. To this end, the PSMRS calls for the development of new operating models that provide system-wide coordination of investment, resources and capabilities. It also calls for the development of business leaders across the system who can harness the full potential of technology and leverage information assets for transformative gains. The PSMRS sees ICT as a critical enabler that would allow the government to take advantage of the opportunities to create more responsive services that are delivered via multiple channels and to improve access of citizens and business to government.
- 1.7 Current efforts by GOG to facilitate the evolution of a digital ecosystem have been hampered by a lack of foundational infrastructure and platforms. This includes platforms such as identity management; electronic payments; recognition and validation of electronic records; and organized, systematic and open access to spatial, anonymized and other non-confidential data. The identity management system in Grenada is fragmented and complex, with multiple identity systems such as the births and deaths registry, the electoral card system, and the passport issuance platform, none of which interface with each other. This fragmentation constitutes a bottleneck for the creation of platforms that would enable citizens and businesses to interact virtually with the public sector. It also limits significantly the spectrum of public services that could be provided electronically if an integrated approach were available.
- 1.8 The challenges GOG faces in establishing a digital ecosystem is compounded by the recurrent and complete loss of administrative data and public sector functionality in the aftermath of natural disasters. Experience has shown that critical government information assets (such as archives and records) and core public administration services (such as civil service and vendor payments, revenue administration, and customs clearance) collapse in the event of a disaster and the ripple effects on the economy and the society are felt for a long time. The loss of such records and the collapse of such systems limit not only the ability of the government to respond to emergencies but also its capacity to facilitate rapid recovery and reconstruction. Grenada’s vulnerability to natural disasters of increasing intensity and frequency means that critical public sector administration systems should remain resilient enough to ensure business continuity during and in the aftermath of natural disasters and other crises. In this context, efforts to introduce e-government services to citizens should incorporate business continuity principles to ensure the availability of these services in the aftermath of a disaster, where such platforms are critical to facilitate rescue efforts, commercial transactions and social transfers needed for recovery and reconstruction.
- 1.9 Grenada joined the Caribbean Regional Communications Infrastructure Program (CARCIP) in 2012 to build the physical infrastructure to support the development of a digital economy. CARCIP will expand access to ICT across the country by providing fiberoptic connectivity to government buildings, schools, health centers, police stations and other targeted users. CARCIP intends to provide GOG with the adequate broadband infrastructure for the government to provide reliable and accessible electronic services to citizens and businesses. To leverage the connectivity infrastructure that CARCIP will deploy, Grenada needs to develop and implement a digital

transformation model and interoperability framework. It also needs to build an adequate regulatory environment, platforms that enable a whole-of-government approach to digital governance, electronic service delivery initiatives, digital platforms for citizen engagement, and digital awareness and literacy skills in the public sector and the population. The proposed Digital Governance for Resilience (DG4R) Investment Project Financing (IPF) operation is intended to help GOG achieve these objectives.

2 Objective of RFP

The project management and technical advisory consultant is going to be in charge of:

- 2.1 Providing project management for all activities under the scope of the DG4R project and ensure they are coordinated so that they can be delivered in the most efficient and cost-effective manner;
- 2.2 Providing on-the-ground, long-term technical advisory support and capacity building services to develop and implement GOG's digital transformation agenda;
- 2.3 Assuming leadership for the implementation of all change management activities under the DG4R project.

3 Scope of Work

- 3.1 Housed permanently within the Ministry of Implementation (MOI) of GOG, the Vendor will support the implementation of the DG4R project and provide advisory services to the government on digital transformation.
- 3.2 The Vendor will deploy a team of long-term resident advisors (led by a Team Leader) and other short-term professionals, as necessary. The Tax Administration Expert shall be deemed a non-resident position. The Vendor will work with the participating GOG agencies to develop the project workplans and perform monitoring and evaluation; provide capacity development, technical assistance and knowledge transfer to GOG counterparts on the institutional and technical aspects of digital government transformation; develop the terms of reference, technical specifications and requests for proposals for all digital platforms and consultancy services to be procured under the project; work with the relevant GOG units to support procurement processes and ensure compliance with World Bank fiduciary and safeguards measures; manage and update the project's results framework; provide quality control of deliverables produced by vendors and service providers; and implement change management.
- 3.3 The Team Leader will report directly to the Project Manager of the DG4R project and seek concurrence from the Chief Information Officer on key project deliverables before they are submitted to the Project Manager for payment authorization. It is expected that the engagement of the Vendor will be reduced as capacity is transferred to local counterparts.
- 3.4 The project management services provided by the Vendor will include coordinating the implementation of all of the activities outlined under the components of the DG4R project to ensure that the activities are sequenced appropriately with all of the dependencies between the activities clearly defined. The Vendor will ensure that the implementation of the activities

performed by the Vendor are resourced adequately, risk is managed effectively, and the activities are carried out in a timely manner and with a robust process for quality assurance in place.

- 3.5 The technical advisory services provided by the Vendor will include working with GOG counterparts to elaborate the governance and implementation arrangements for the development and implementation of long-term 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 DG4R project. Once the organizational, functional, and other supporting structures are defined and accepted, the Vendor will execute a robust capacity building program composed of short-term and long-term on-the-ground advisory engagements, training programs, south-south knowledge exchanges and other activities to build a Digital Transformation Agency within GOG and ensure that capacity within GOG is built to a point where GOG digital transformation agenda is self-sustaining and capable of implementing and executing core reform mission and functions.
- 3.6 Project activities will stem from and be built on the (i) comprehensive Change Management Strategy designed by the Vendor with specific guidance from the GOG and (ii) the Enterprise Architecture (EA) that will be conducted by a firm as soon as the project is launched.
 - 3.6.1 The Vendor will design and implement a comprehensive Change Management Strategy as outlined in 4.10 and work closely with the PS of the Department of Administration to ensure that the methodologies and practices used are relevant and appropriate to Grenada and a small island state context and that at GOG assumes responsibility for the coordination and ownership of the Change Management Strategy in a progressive manner over time.
- 3.7 The Vendor will draft the terms of reference for the EA, assist in the selection process for the firm that will conduct the EA, and provide advice during the implementation of the EA. Specifically, the Vendor will:
 - 3.7.1 Work closely with the Chief Information Officer (CIO) of GOG to guide, direct and monitor the EA team to ensure that international best practices are followed by the EA team, that the methodologies and practices used are relevant and appropriate to Grenada and a small island state context, and the EA is carried out in a modular fashion that prioritizes the initiatives and services outlined under the DG4R project in a timely and appropriate manner with high-quality and sustainable results.
 - 3.7.2 Ensure that GOG assumes responsibility for the coordination and ownership of the EA in a progressive manner over time and assist GOG to develop the mechanisms essential to incorporate the EA as part of everyday common best practice for ICT in GOG.
 - 3.7.3 Demonstration of ability to prioritize work, and shift priorities as needed to meet aggressive deadlines and milestones
 - 3.7.4 Demonstration of ability to negotiate and manage conflict, and manage customer concerns that cause disappointment, dissatisfaction, or frustration for the customer

- 3.7.5 Demonstration of working 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
- 3.7.6 Demonstration of communicating results of risk assessments to governance committees, business process owners and various levels of leadership
- 3.7.7 Attention to detail with good organizational capabilities
- 3.7.8 Ability to prioritize with good time management skills
- 3.7.9 Outstanding interpersonal skills

4 Tasks & Deliverables

4.1 Task – Project Management

- 4.1.1 Support management, coordination, and monitoring and evaluation of all activities defined within the scope of the DG4R project.
- 4.1.2 Review all prior works and documentation and bring them up-to-date with any developments or changes since the creation of those reports. This shall be collated into a comprehensive document and presented as part of the Project Inception Report.
- 4.1.3 Work closely with the CIO and the Project Manager to identify all stakeholders affected by the DG4R project.
- 4.1.4 As part of the comprehensive Change Management Strategy, develop a communication strategy that will be used throughout the project to keep all stakeholders involved and informed. This should include provision for regular communication and status updates with all stakeholders. The frequency and format will be determined by the Project Manager upon project inception.
- 4.1.5 Develop a Master Project Plan encompassing the activities specified in the project. This project plan format will address, at minimum, the following items:
 - Project Organization and Management Plan
 - Methodology
 - Personnel
 - Reporting Mechanisms
 - Task, Time & Resource Allocation
 - Coordination Mechanisms
 - With MOI, CIO, and GOG Project Oversight Committee

- With Key Stakeholders
 - Between various project activities and sub-contractors
 - Communication & Reporting Mechanisms
 - Risk Management
 - Proposed approach
 - Management & mitigations thereof
 - Quality Assurance
 - Proposed approach
 - Reporting mechanisms
- 4.1.6 Ensure that all terms of reference, technical specifications, RFPs, etc. reflect best practice and conform to GOG laws, rules, and practices.
- 4.1.7 Review all activities and deliverables submitted by vendors for quality control and monitor their compliance with GOG laws, rules and practices.
- 4.1.8 Perform risk assessment of all activities including possible mitigation actions as required using a recognized industry standard methodology.
- 4.1.9 Develop detailed coordination, management, and monitoring plans for activities listed below.
- 4.1.10 Provide periodic progress updates and regularly update the results framework of the DG4R project in line with the reporting requirements of the DG4R project.

Deliverables

- Project Inception Report that includes updated documentation
- Project Master Plan
- Periodic Project Updates and Progress Reports

Approval

- Client

4.2 Task - Electronic Payment Platform

GOG plans to procure the services of a firm to develop a national electronic payment service that will be used across GOG. This includes retrofitting existing applications to take advantage of this service.

- 4.2.1 Develop all technical specifications, functional/non-functional requirements, and requests for proposals for this component.

- 4.2.2 Upon contract award for the electronic payment platform, coordinate the implementation of the electronic payment system with other project activities to ensure proper timing and dependency management. This shall be incorporated into the activities described in Task 4.1.5, the development of the master project plan.
- 4.2.3 Closely monitor the implementation of the contract to ensure that timelines are met. As needed alert the CIO and the Project Manager on potential issues and risks in a proactive and timely manner.
- 4.2.4 Monitoring the implementation of the platform for adherence to the World Bank's Payment Systems Development Group guidelines, informing the CIO and the Project Manager on deficiencies, and recommending remedial measures for the vendor to adopt as necessary. These guidelines are:
- a) The solution should include governance and risk management to ensure accountability, transparency, and effectiveness in managing the risks associated with government payment programs.
 - b) Treasury processes should be incorporated into the final solution with automation and integration as needed. These processes should be identified and improved for efficiency, safety and transparency.
 - c) A full slate of payment methods should be offered to reduce time and costs and improve transparency and traceability.
 - d) All necessary legal and regulatory reform has been completed and underpins the payment solution.
 - e) The laws and regulations on payment instruments and systems, competition and consumer protection are incorporated into the solution.
 - f) That a sound foundational infrastructure has been put in place that allows for payments to be processed safely, efficiently and at a reasonable cost.
 - g) The solution includes the infrastructure, software and standards for full interoperability across GOG landscape and with the private sector.
 - h) The solution considers financial social inclusion and facilitates it on a large scale.

Deliverables

- Brief Electronic Payment Status Reports (every month during the life of the project).
- Intermediate deliverables that shall include, over the lifespan of the project, as appropriate per project stage:
 - Review of business process analysis & recommendations

- Review of business process optimization & recommendations
- Review of treasury process incorporation & recommendations
- Review of legal and regulatory reports & recommendations
- Review of proposed infrastructure and recommendations
- Review of proposed software solution and recommendations
- Request for Proposal
- Request for Proposal Evaluations & Recommendations

Approval

- Client

4.2.5 Work with ePayment team and GOG to develop standards that will be incorporated into the broader set of standards related to eGovernment to be developed as part of the digital government agenda governance arrangements (Task 4.7.9). Broadly speaking the following major categories of standards must be addressed (based on the selected implementation in Grenada) in the development of all standards, policies and procedures:

- a) Standards, policies and procedures that govern the fundamental processes and procedures of common main types of government payments:
 - Intra-government transfers (G2G) - day-to-day operations of the government and overall public finance management.
 - Government Expenditures (G2C & G2B) - payments associated with social benefits (e.g. incentives or subsidies), social security benefits, government employee salaries, pensions, and tax refunds, etc.
 - Government Collections (C2G, B2G) - payments related to the procurement of goods and services, tax refunds, and disbursement of loans or business assistance and payments made by consumers and businesses to government and/or public sector organizations in the form of tax payments and payments for obtaining services from these agencies (licenses, permits, etc.)
- b) Standards, policies and procedures on the processing payments:
 - Integration with budget and tax systems.
 - Managing of processes associated with the execution of the payments to/from the government.
 - Management of tax collections and other government receipts.

- Disbursement of budget allocations.
- c) Regulatory standards including
- Operational and in-situational frameworks directly associated with or supporting government payment programs. This should include:
 - Recognition of electronic payments as valid means of payments, as well as the recognition of digital signatures and digital records associated with such payment instruments.
 - Exchange of payment instructions, settlement finality and irrevocability, validity of netting schemes, and the enforceability of security interests provided under collateral arrangements, among others.
 - Rules, standards and procedures agreed to by the participants of the various payment systems.
 - Role of the central bank and/or other authorities as overseer of the national payments systems, as well as any other roles it may play such as operator and/or liquidity provider.
 - Laws, regulations and other norms supporting payment instruments and systems, and other pieces of legislation covering broader aspects such as consumer protection, privacy issues, anti-money laundering provisions or antitrust legislation to deal with anti-competitive practices.
- d) Standards, policies and procedures relating to payment systems infrastructure. This shall include:
- Transaction Infrastructure (services to create, validate and transmit payment instruction). This shall include:
 - Authenticating the identity of the parties involved in the transaction, sometimes using encryption technologies.
 - Validating the payment instrument against system standards.
 - Verifying the payer's ability to pay.
 - Authorizing the transfer of funds between the payee's and the payer's financial institutions.
 - Recording and processing payment information.
 - Communicating the information between the institutions.

- Clearing Infrastructure (services to transmit, reconcile and in some cases confirm payment instructions between financial institutions and calculate interbank settlement positions)
 - Sorting and matching payment instructions between institutions.
 - Collecting, processing and aggregating payment data for each institution.
 - Storing payment data reports and transmitting them to each institution.
 - Calculating gross or net settlement positions (payables or receivables) for each institution.
- Settlement Infrastructure (interbank funds transfer services)
 - Collecting and checking the integrity of settlement claims.
 - Verifying the availability of funds for settlement in the participating institutions' accounts at the settlement bank.
 - Settling claims through funds transfers on these accounts at the settlement bank.
 - Recording settlement and communicating it to the participating institutions.

Deliverables

- Electronic Payment Standards

Approval

- Client

4.3 Task – Single Sign On (SSO) Digital Identifier Platform

GOG plans to procure the services of a firm to develop a single sign on digital identifier platform that will be used across GOG. This includes retrofitting existing applications to take advantage of this service.

- 4.3.1 Work with the MOI and the World Bank to develop all technical specifications, functional/non-functional requirements, and requests for proposals for this component.
- 4.3.2 Upon project award, coordinate the implementation of the digital identifier system with the various other sub-projects to ensure proper timing and dependency management. This shall be incorporated into the activities described in Task 4.1.5, the development of the master project plan.

- 4.3.3 Closely monitor the implementation of the digital identity service to ensure that timelines are met. As needed alert the MOI and the World Bank on potential issues and risks in a proactive and timely manner.

Deliverables

- Brief Single Sign on Digital Identifier Status Reports (every month during the life of the project) Request for Proposal
- Request for Proposal
- Request for Proposal Evaluations & Recommendations

Approval

- Client

- 4.3.4 Monitoring the implementation for adherence to the World Bank Principles on Identification and inform the MOI and the World Bank on deficiencies. Identity providers should strive to remove these barriers to increase access to identification and the benefits and services it facilitates. These are:

e) Inclusion

- Ensuring universal coverage for individuals from birth to death, free from discrimination.
- Removing barriers to access and usage and disparities in the availability of information and technology (economic, legal and procedural, social, informational and technological).

f) Design

- Ensuring the proposed solution is financially and operationally sustainable without compromise.
- Ensuring the proposed solution uses open standards and is vendor and technology neutral.
- Ensuring the proposed solution provides a robust, secure, unique and accurate digital identity.
- Ensuring the proposed solution operates on a platform that is interoperable and responsive to the needs of a variety of types of users.
- Ensuring the proposed solution protects user privacy and control through system design.

g) Governance

- Ensuring the proposed solution safeguards data privacy, security, and user rights through a comprehensive legal and regulatory framework.
- That there are clear and established institutional mandates and accountability.
- Ensuring there is enforcement of legal and trust frameworks through independent oversight and adjudication of grievances.

Deliverables

- Intermediate deliverables that shall include, over the lifespan of the project, as appropriate per project stage:
 - Review of business process analysis & recommendations
 - Review of business process optimization & recommendations
 - Review of the proposed design of the solution & recommendations
 - Review of proposed governance mechanisms & recommendations

Approval

- Client

4.3.5 Work with Digital Identity team to develop digital identity standards that will be incorporated into the broader set of standards related to eGovernment to be developed as part of the digital government governance arrangements (Task 4.7.9). These should include:

- a) Policies and procedures that govern the integration of the single sign-on digital identifier into all current and future systems
- b) Policies, procedures, standards and protocols to manage and map user identities between Identity Providers across organizations and security domains

Deliverables

- Digital Identity Standards

Approval

- Client

4.4 Task - Spatial Data Platform

GOG plans to procure the services of a firm to develop a spatial data infrastructure that will be used across GOG to provide access to critical geo-spatial data that facilitates revenue generation

and contributes to resilience. The goal is to provide access to geospatial data and resources regardless of location or type so that users can reduce time and redundancy of data production, take advantage of easy search and discovery of existing geospatial data and services and data integrity and security can be maintained.

- 4.4.1 Develop all technical specifications, functional/non-functional requirements, and requests for proposals for this component.
- 4.4.2 Upon project award, coordinate the implementation of the spatial data infrastructure with the various other sub-projects to ensure proper timing and dependency management. This shall be incorporated into the activities described in Task 4.1.5, the development of the master project plan.
- 4.4.3 Closely monitor the implementation of the spatial data infrastructure project to ensure that timelines are met. As needed alert the MOI and the World Bank on potential issues and risks in a proactive and timely manner. This shall include monitoring and oversight of the implementing team for:
 - h) Policy and institutional arrangements (governance, data privacy & security, data sharing, cost recovery)
 - i) Human resource capacity development (training, professional development, cooperation, outreach)
 - j) Data management (production, identification and collation of digital base map, thematic, statistical, place names)
 - k) Technology requirements (hardware, software, networks, databases, technical implementation plans)

Deliverables

- Brief Spatial Data Infrastructure Status Reports (every month during the life of the project)
- Intermediate deliverables that shall include, over the lifespan of the project, as appropriate per project stage:
 - Review of business process analysis & recommendations
 - Review of business process optimization & recommendations
 - Review of policy and governance arrangements & recommendations
 - Review of human resource development capacity and recommendations
 - Review of data management components and recommendations

- Review of the technology requirements and recommendations
- Request for Proposal
- Request for Proposal Evaluations & Recommendations

Approval

- Client

4.4.4 Work with the Spatial Data Infrastructure team to develop geospatial framework data standards that will be incorporated into the broader set of standards related to eGovernment as part of the digital government governance arrangements (Task 4.7.). These standards should cover:

- Base layers identification, development and collation (elevation, orthoimagery, hydrographic data, governmental unit boundaries, cadastral, geodetic control & transportation).
- Interoperability using international geospatial data standards.
- Development and assignment of metadata using international geospatial data standards.
- Discoverability of geospatial data so as to help locate data, support download of data, support data collection, methods of collaboration and community building, etc.
- Integration with a national geo-portal

Deliverables

- Spatial Data Standards

Approval

- Client

4.5 Task - Data Interoperability Framework

GOG plans to procure the services of a firm to develop a data interoperability framework that will be used across GOG. Additionally, the GOG are contracting a firm to perform a full enterprise architecture of the entire GOG. These sub-contracts will need to be coordinated throughout their lifecycle by the Vendor.

- 4.5.1 Develop all technical specifications, functional/non-functional requirements, and requests for proposals for this component.
- 4.5.2 Upon project award, coordinate the implementation of the data interoperability framework with the various other sub-projects to ensure proper timing and dependency management.

This shall be incorporated into the activities described in Task 4.1.5, the development of the master project plan.

- 4.5.3 Advise GOG on their work with the team implementing the enterprise architecture to assist GOG in selecting the best approach for data interoperability within the government's objective, capabilities and available resources and within the scope noted in this work for the enterprise architecture.

The Vendor will guide GOG and the enterprise architecture team in the various choices that exist for achieving interoperability, i.e. interoperability via standards, e.g. a government interoperability framework which is a set of standards and guidelines that a government uses to specify the preferred way that its agencies, citizens and partners interact with each other vs. interoperability via architecture, e.g. national enterprise architecture which is a strategic planning framework that relates and aligns government ICT with the governmental functions that it supports.

The Vendor will assist GOG in defining their specific vision for data interoperability and helping them select and guide the optimal option along the continuum between interoperability vs. standards vs. interoperability vs. architecture. This may include anything from the development of a government interoperability framework through interoperability via an enterprise architecture and options between, e.g. service-oriented architecture. The goal is to help GOG find the optimal strategy that is sustainable and appropriate for a small island developing state and factors in resilience.

The Vendor will be responsible for monitoring for the following capabilities, independent of the solution(s) selected and implemented, to ensure that these capabilities of the solution selected meet the vision and goals of GOG for data interoperability. This shall include helping GOG to prioritize one type of interoperability over another as appropriate and monitoring/advising the enterprise architecture team on same:

- Technical Interoperability – is concerned with the technicalities of connecting computer systems for the purpose of exchanging information or using functionality. This type of interoperability refers to standards and specifications that enable coherent exchange of information among computer systems and involves “setting principles, standards and guidelines for a common transfer mechanism, developing standardized metadata (data about data) and using a common language.”¹ It includes open interfaces, interconnection, data integration and middleware, accessibility, data presentation and exchange, and security services.
- Semantic Interoperability – is “concerned with ensuring that the precise meaning of exchanged information is understandable by any person or application receiving the data.”² Information interoperability “enables systems to combine received information with other information resources and to process it in a meaningful manner.”³ It also

¹ European Interoperability Framework

² EPAN, Key Principles of an Interoperability Architecture

³ European Interoperability Framework

“provides a common methodology, definition, and structure of information, along with shared services for retrieval.”⁴

- Process or Organizational Interoperability – is “concerned with the coordination and alignment of business processes and information architectures that span both intra- and inter-organizational boundaries.” It aims to bring about “the collaboration of administrations that wish to exchange information and may have different internal structures and processes.”¹⁰ Specifically, the business process or organizational interoperability “deals with common methods, processes and shared services for collaboration, including workflow, decision-making and business transactions.”¹¹

The Vendor will be responsible for developing the data interoperability standards as per the items and requirements presented immediately above (technical, semantic and process interoperability)

4.5.4 The Vendor should advise GOG on the following items, at minimum:

- Assist GOG with defining the specific vision it wished to achieve with the technology.
- Assist and ensure that GOG is empowered to lead the interoperability development and implementation process by helping it identify and overcome obstacles (political, technical, etc.).
- Closely monitor the implementation of the data interoperability framework to ensure that timelines are met. As needed alert the MOI and the World Bank on potential issues and risks in a proactive and timely manner.

Deliverables

- Brief Data Interoperability Framework Status Reports (every month during the life of the project)
- Intermediate deliverables that shall include, over the lifespan of the project, as appropriate per project stage:
 - Enterprise Architecture Implementation Assessment Report & Recommendations (to advise and assist the GOG in selecting the optimal approach – see 4.5.3)
 - Technical-Semantic-Process Interoperability Assessment and Recommendations Report (see 4.5.3)
 - Enterprise Architecture Vision for the GOG
- Data Interoperability Framework Standards

⁴ Australian Government Technical Interoperability Framework v2

- Request for Proposal
- Request for Proposal Evaluations & Recommendations

Approval

- Client

4.6 Task – Security Services Platform

GOG plans to procure the services of a firm to develop the necessary security mechanisms needed to support electronic payment, digital identity and the provision of digital services across GOG landscape. This also includes base security services relevant to cybersecurity. The Vendor will be expected to work with and coordinate multiple stakeholders during the execution of this task.

Approval by the Client and the World Bank is required for each of the following unless noted otherwise.

- 4.6.1 Develop all technical specifications, functional/non-functional requirements, and requests for proposals for this component.
- 4.6.2 Upon project award, coordinate the implementation of various security sub-systems with the various other sub-projects to ensure proper timing and dependency management. This shall be incorporated into the activities described in Task 4.1.5, the development of the master project plan.
- 4.6.3 Closely monitor the implementation of the security services to ensure that timelines are met. As needed alert the MOI and the World Bank on potential issues and risks in a proactive and timely manner.

Deliverables

- Brief Security System Status Reports (every month during the life of the project)

Approval

- Client

- 4.6.4 Ensure the all security aspects are addressed during the development of new or retrofitting of existing applications for use with electronic payment. This shall include providing guidance to GOG and all stakeholders on the Payment Card Industry Data Security Standard (PCI DSS) and ensuring that all payment systems follow PCI-DSS standards. The Vendor will be responsible for encouraging compliance with PCI-DSS and assisting stakeholders and GOG as a whole in developing standards and procedures and methodologies that encourage and follow PCI-DSS. The main areas to be covered, at minimum, are:

- Building and maintaining a secure network.

- Protecting cardholder data.
- Maintaining vulnerability management programs.
- Implementing access control measures.
- Monitoring of testing of networks.
- Maintaining information security policy.

Deliverables

- PCI Assessment & Compliance Report. This Report shall be compiled for and include each of the systems/applications that are using the electronic payment service. It may be incremental over time as each of the systems/applications are interfaced with the electronic payment system.

Approval

- Client

4.6.5 GOG plans to procure the services of a firm to work with the Royal Grenada Police Force to develop a Computer Emergency Response Team (CERT) to address general cybersecurity issues within GOG and Grenada. The goal of the CERT is to support individuals, businesses, organizations, multi-national companies, and Government agencies that are affected (or may be affected) by cyber security incidents and to improve cyber security in Grenada. This involves increasing understanding about the threat landscape, improving the avoidance of incidents, and reducing their impact. This will be critical to a population with low to moderate digital awareness as new digital-based government services are introduced. The role of the Vendor will be to provide guidance to GOG and provide oversight during the development of the CERT as outlined below.

4.6.6 The Vendor will be responsible for assessing/assisting the following in regard to the CERT:

- Assist as per Tasks 4.6.1, 4.6.2 and 4.6.3.
- Advising on and helping GOG define the role of the CERT and making certain that role includes incident handling capacity, an educational role, and a central authoritative body for its execution.
- Working with the selected vendor and GOG to define the duties and responsibilities of the CERT including helping define the organizational structure and incorporating lines of communication and command with the DGU.
- Assist the selected vendor and GOG to define the resources needed by the CERT to carry out its dues; including human, budgetary, etc.

- Assist the selected vendor and GOG by advising on the legal and regulatory framework needed to operationalize the CERT.
- Working with the selected vendor to ensure incident response is handled according to best practice, i.e. that the policies and procedures are in place for same.
- Working with the selected vendor to ensure crisis communication and media relations are handled according to best practice.
- Working with the selected vendor to ensure continual assessment and improvement are systematically implemented.

Deliverables

- Brief CERT Status Reports (every month during the life of the activity)
- Intermediate deliverables that shall include, over the lifespan of the project, as appropriate per project stage:
 - CERT Vision Statement
 - CERT Organizational Structure including Human Resources
 - Legal and Regulatory Review & Recommendations
 - Crisis Communications Plan
- Request for Proposal
- Request for Proposal Review and Recommendations
- CERT Final Report

Approval

- Client

4.7 Task – Governance & Implementation Arrangements

The Vendor will elaborate the recommended governance and institutional arrangements for the long-term digital government agenda, as well as the public sector functions and capacities that would need to be established to sustain the initiatives introduced under the DG4R project.

- 4.7.1 Work with key stakeholders to determine and document the governance and institutional arrangements including:

- l) Review current best-practice e-government models (share responsibility vs policy coordination, vs lead ministry vs. e-Agency approaches) and advise GOG on the most appropriate governance approach in a small island state like Grenada.

4.7.2 Review the general environment in which the bodies, structures and mechanisms will have to function with the purpose of setting a baseline against which to evaluate options for deciding on the optimal organizational design including:

- Administrative laws and regulations, in particular, those governing the Civil Service in Grenada
 - The ICT industry in Grenada
 - Potential competitors (internal & external)
 - Decision-making process within GOG
 - The financial realities & budgeting
 - The human resource talent pool
 - Ministerial and intra-governmental relations
 - Political conditions
- m) Consult extensively with stakeholders and build consensus on the most appropriate governance and institutional arrangements.
 - n) Based on the work in 4.7.1a and 4.7.1b, define the scope and the major work activities of the bodies, structures and mechanisms decided upon for digital governance.

Deliverable

- Governance, Organization Strategy & Design Document

Approval

- Client

4.7.3 In consultation with the Department of Civil Service, design the human resource policies and procedures where needed including documenting:

- Job descriptions
- Roles and responsibilities
- Performance goals

- Method of measurement
- Alignment with broader unit, DPA and Ministerial goals and strategies

Deliverable

- Governance, Organization Strategy & Design Document

Approval

- Client

4.7.4 Develop preliminary operating budgets and budget planning procedures including:

- o) Budgets and budget projections for the next five (5) years

Deliverable

- Governance, Organization Strategy & Design Document

4.8 Task - Enterprise Architecture Monitoring

GOG plans to procure the services of a firm to develop an enterprise architecture for GOG. In normal situations EA implementations are governed by a mature implementing agency that has consciously chosen to adopt the EA and infuse it into its core processes. In Grenada, that capacity currently does not exist. The role of the Vendor will be to provide a level of support to GOG to guide, oversee and monitor the EA process and implementing team. This level of support will vary throughout the engagement initially being very high and then tapering down as the capacity of GOG increases until such a point where GOG takes over the process.

Within the broader comprehensive change management study prepared by the Vendor under this contract, the Vendor will work with the PS of the MOI, the Project Manager, the EA contracting firm and all members designated to complete this task.

Approval by GOG and the World Bank is required for each of the following unless noted otherwise.

The final deliverable(s) will be as noted below.

4.8.1 Assist GOG and the EA implementing team with stakeholder management during the enterprise architecture process including:

- p) Identification of all stakeholders.
- q) Assisting GOG in defining the following as it relates to stakeholders and clarify the position of each stakeholder with respect to:
 - Who defines goals?
 - Who gains and who loses from this change?

- Who controls the transformation process?
 - Who designs new systems?
 - Who will make the decisions?
 - Who procures IT systems and who decides what to buy?
 - Who controls resources?
 - Who has or controls the necessary specialist skills?
 - Who influences the project?
- r) Manage day-to-day communications between GOG, the MOI specifically, the enterprise architecture team and all relevant stakeholders. This shall include dissemination of information, regular status updates, press releases, etc.
- s) Assist GOG with a transformation readiness assessment that identifies change resistance risk and the definition of actions to take to limit or manage these risks.

Deliverable

- Transformation Readiness Assessment Risk Report.

Approval

- Client

4.8.2 Advise GOG on various technical approaches to implementing enterprise architectures, e.g. TOGAF, Zachman, Gartner, etc.) including their strengths and weaknesses and appropriateness for and application in a small island developing state like Grenada. The goal of this task is to ensure that GOG is properly informed about various approaches to enterprise architecture implementation to permit them to make informed decisions about the methodology, techniques used, etc.

Deliverable

- Enterprise Architecture Review

Approval

- Client

4.8.3 Work with the MOI and the World Bank to develop all technical specifications, functional/non-functional requirements, and requests for proposals for this component.

4.8.4 Advise GOG on evaluation of response for proposals (RFP) for the enterprise architecture component to select the most appropriate proposal for the Grenada context.

Deliverable

- Request for Proposal
- Request for Proposal Recommendations and Evaluations

Approval

- Client

4.8.5 Work with the enterprise architecture team on scheduling and coordination to ensure that the enterprise architecture is properly sequenced, focused and time-managed with dependencies identified in the broader project sense.

Deliverable

- Included in Deliverable – Project Plan Task 4.1.5

Approval

- See deliverable

4.8.6 Develop a risk management plan for the enterprise architecture implementation. The World Bank and GOG should be advised proactively of potential issues and points of concern. Mitigation strategies should be developed to respond to issues. Once the enterprise architecture team is in place, work with the team to control and mitigate all identified risks.

Deliverable

- Enterprise Architecture Implementation Risk Management Plan

Approval

- Client

4.8.7 Work with GOG to advise on the enterprise architecture transformation process. This work shall be done in tandem with the enterprise architecture team as part of the comprehensive change management strategy prepared by the Vendor under this contract. The Vendor will act as the primary advisor to GOG during this process and ensure that the enterprise architecture process follows accepted international best practice. The Vendor will assume the lead role initially to a point where GOG can assume that role. This task requires the Vendor to both be an active participant and monitor of activities. This will include:

- t) Ensuring that knowledge of the baseline architecture has been established by the enterprise architecture team. This shall include working with GOG and team to identify all relevant elements of the baseline architecture, prioritizing key elements for first and primary consideration during the enterprise architecture process, and monitoring the implementing team to ensure targeted and timely delivery.

- u) Assist & advise GOG in developing and articulating the target architecture including documenting the business goals GOG desires to achieve and setting the scope of the effort while taking into account technical, organizational and budgetary factors.
- v) Assist and advise GOG on selecting the best path for transformation and ensuring that the transformation that results from the enterprise architecture processes takes place successfully.
- w) Review all deliverables of the enterprise architecture team for best practice and technical rigour.

Deliverable

- Brief Progress Reports every (1) month during the execution of the enterprise architecture.

Approval

- Client

4.8.8 Monitor the performance of the enterprise architecture team in the following domains to ensure complete coverage of and quality assurance of the work performed in these domains. Monitoring and status of this task should be reported as part of regular status reports (see deliverable). Artefacts produced from these domains should be stored in the enterprise architecture repository (see 4.8.9). The Vendor will be the primary owner and organizer of that repository until GOG assumes that capacity. This includes the products of the:

- Business architecture, which covers strategy, goals, business processes, functions, and organization.
- Data architecture, dedicated to the organization and management of information.
- Application architecture, which presents applications, software components, and their interactions.
- Technology architecture, which describes the techniques and components deployed, as well as networks and the physical infrastructure upon which the applications and data sources run.

Deliverable

- EA Compliance Report that includes business, data, applications and technology architecture compliance and recommendations.

Approval

- Client

- 4.8.9 Ensure that the enterprise architecture team keeps a proper balance between the process and the results (goals and objectives) that GOG wishes to attain.

The enterprise architecture process can be long, cumbersome and very involved. It is not atypical for implementing teams to become overly focused on the production of artefacts that catalogue and describe various systems, architectures, etc. during their exploration of the business, data, application and technology architecture domains. Work in these domains tends to produce large quantities of artefacts. The role of the Vendor is to prevent the enterprise architecture process from becoming a data gathering and cataloguing exercise at the expense of meeting GOG strategic objectives and obtaining results.

The artefacts produced should tie back to GOG priorities and objectives and serve an identifiable purpose. It will be the Vendor's responsibility to monitor and ensure this balance as the enterprise architecture team undertakes its work.

Deliverable

- See deliverable for 4.8.7.

Approval

- N/A

- 4.8.10 Work with GOG and the enterprise architecture team to setup up a repository for all artefacts produced by the enterprise architecture process. The technology selected for the repository should be as low cost as possible, maintainable by GOG in the long-term and leverage existing systems and assets GOG has in place currently, e.g. Office 365 SharePoint. Solutions that avoid expensive proprietary systems are highly valued and preferred. Open-source software is highly valued.

Deliverable

- Functional enterprise architecture repository that is accessible to key stakeholders.

Approval

- Client

- 4.8.11 Work with the enterprise architecture team to ensure that the enterprise architecture process is integrated into the lifecycle of the governance arrangements developed under Task 4.7. This shall include:

- a) Integrate the enterprise architecture processes into the governance processes including:
 - Establishing a process to identify, manage & audit all processes related to architecture management, contracts and implementation

- Establishing a process for adoption, development, amendment and approval of EA related work & assets
- b) Establish mechanism for communication, education and training of enterprise architecture policies, processes and procedures including:
- Strategic communication
 - Education, training & awareness
 - Stakeholder engagement
 - Online presence
 - Continuous improvement of process & practice
- c) Establish a process for the maintenance and curation of the enterprise repository
- d) Establish a process for performance reporting that includes key performance indicators, maturity models, degree of compliance, etc.
- e) Establishing a process for regular planning related to enterprise architecture activities including:
- Vision (building blocks, rationale, etc.)
 - Roadmap (current state, future state and how building blocks fit, priorities, etc.)
 - Project Management Plans (timelines, major initiatives, components, deliverables, etc.)

Deliverable

- Brief Status Reports (every (1) month.
- EA Governance Report (covering 4.8.11 a-e)

Approval

- Client

4.9 Task – Vertical Services

GOG has identified key verticals in the government that are to be constructed new, rebuilt or modified from existing systems as part PSRMS reforms. These are key vertical services that have major impact on either revenue generation and/or improving convenience, quality of service and reducing cost and friction in dealing with the government for citizens.

The systems that have been identified are:

- Tax Administration System
- Civil Registry

4.9.1 Tax Administration

- Inland Revenue (IRD) is the core agency for revenue collection on behalf of the Government of Grenada. As part of its strategic plan, IRD would like to register a minimum of eighty percent (80%) of taxpayers to become active users of the IRD's e-services. The goal is implementation of all taxes and licenses on-line allowing taxpayers to register, file and pay on-line. IRD is currently using a tax administration system that is 19+ years old and an electronic filing module that is not currently up to date with current tax law due to difficulties upgrading it. This hampers tax collection electronically and in general. Integration with Customs and the country's financial management information system is either also lacking or manual. IRD is in need of a tax administration system that meets its current business processes and includes registration, cashing, assessment and audit, objection and appeals, document management, workflow management, auditing, case management, risk management and compliance performance.
- The goal of this project is to replace the tax administration system with one that is in-line with IRD business processes and strategic goals and fully allows IRD to expand its revenue collection electronically thereby reducing its costs.
- Work with the MOI and the World Bank to develop all technical specifications, functional/non-functional requirements, and requests for proposals for this component.
- Upon project award, coordinate the implementation of various security sub-systems with the various other sub-projects to ensure proper timing and dependency management. This shall be incorporated into the activities described in Task 4.1.5, the development of the master project plan.
- Closely monitor the implementation of this component to ensure that timelines are met. As needed alert the MOI and the World Bank on potential issues and risks in a proactive and timely manner.

Deliverables

- Brief Tax System Status Reports (every month during the life of the project)
- Request for Proposal
- Request for Proposal Evaluations & Recommendations

Approval

- Client

4.9.2 Civil Registry

- a) The Civil Registry is significantly hampered by inefficient processes and multiple data entry of the same information. Births and deaths are entered in regional offices and then sent for re-entry in reports to the main office. In addition to the extra work burden this creates on staff, it introduces the probability of data entry error in seminal documents that are used for identification by other parts of government. Further, payment is now done manually and requires the physical presence of the citizen; including having to move from one queue to another and back to complete the process.
- b) The goal of this project is to have a fully online system where citizens can request key documents and pay for them online. This system will be integrated with the digital identity and electronic payment services to be developed. It will have full integration with other key government systems electronically via the data interoperability mechanisms proposed.
- c) Work with the MOI and the World Bank to develop all technical specifications, functional/non-functional requirements, and requests for proposals for this component.
- d) Upon project award, coordinate the implementation of various security sub-systems with the various other sub-projects to ensure proper timing and dependency management. This shall be incorporated into the activities described in Task 4.1.5, the development of the master project plan.
- e) Closely monitor the implementation of this component to ensure that timelines are met. As needed alert the MOI and the World Bank on potential issues and risks in a proactive and timely manner.

Deliverables

- Brief Civil Registry System Status Reports (every month during the life of the project)
- Request for Proposal
- Request for Proposal Evaluations & Recommendations

Approval

- Client

4.10 Task – Change Management

A core task of the Vendor is to develop and manage, in consultation with the Department of Public Administration, a comprehensive Change Management strategy and help the GOG to implement the change management processes that will be required during the execution of the tasks stated within. This shall include the following:

- 4.10.1 Preparation of a political economy analysis to deepen understanding of attitudes to change of both government and citizen stakeholders and to assist GOG to develop a more targeted and effective change management campaign;
- 4.10.2 Preparation of a government e-services Change Readiness Assessment, which will outline the current level of awareness of the vision, objectives, features, and benefits of the project, and specific benefits for individual stakeholder groups;
- 4.10.3 Design of a comprehensive change management strategy and communications plan for engaging stakeholder groups within and outside the government that may be affected by the implementation of e-services. This will include an inclusive, gender-informed communications plan to address the need to communicate with the people affected by the process, system and structural changes created by the implementation. The informed Communication Management Plan will be developed to address the specific communication needs of each stakeholder group, which includes the design of communication methods, messages, and structures. The communications plan will include a targeted public education campaign and behavioral change communication to help citizens become aware of the benefits and practice the learnings from the trainings to use digital tools and platforms.
- 4.10.4 Preparation of organization design and human resources improvements, to address the strategic options for modifying organization structure, roles & responsibilities, Key Performance Indicators (KPIs) and effective human capital utilization in the post-technological implementation environment for the key departments that will be involved in and impacted by the reforms, including addressing the relocation and competency development needs of the employees.
- 4.10.5 Inclusive capacity building and training to address the training requirements of employees of the government and end – user/citizen groups to build knowledge levels in the use of digital technologies and enhance digital literacy to enable them to operate effectively in the new environment. Targeted training plans for government and end – user/citizen groups will be developed. For government officials the training plan will identify the specific knowledge and skill requirements of each stakeholder group (i.e., staff responsible for generating data for statistical uses and staff who make or receive payments in electronic form (“back/end” functions); or staff supporting front – line resilient citizen – facing services) based on a Training Needs Assessment. The training plan for end – user/citizen groups will provide basic digital literacy skills and training in the use of digital technologies developed by government. Both plans will include the specific training curriculum and courses, target audience, duration, method of training, standards for conducting training, and feedback and improvement mechanisms.

Deliverables

- Political economy analysis report
- Change readiness Assessment (CRA)
- A comprehensive change management strategy and communications plan

- Preparation of organization design and human resources improvements
- Preparation and implementation of an inclusive capacity building and training program for GOG employees and other key stakeholders identified under the DG4R project.
- Change Management Status Report (monthly for the life of the activity).

4.10.6 Re-engineering key business processes for efficiency and adaptation to new technologies and systems will be key to project success. It will be the responsibility of the Vendor to ensure that all sub-projects have factored in and performed business process re-engineering as appropriate. Status reports will be incorporated into the Change Management Status Reports.

Deliverables

- Business Process Re-Engineering Analysis
- Business Process Re-Engineering Status Reports

Approval

- Client

4.11 Task – Record Preservation

The Government of Grenada faces recurrent loss of administrative data and public sector functionality in the aftermath of natural disasters, many of which are exacerbated by climate change. Since the majority of infrastructure and settlements in Grenada, including government facilities are located on the coast, critical government information assets (such as archives and records) are lost and core public administration services (such as vendor payments and revenue administration) collapse in the event of a disaster.

GOG plans to procure the services of a firm to digitize and move into electronic format key records that will assist in the preservation of government functions in times of crises and facilitate the speedy reconstitution of government after disasters.

4.11.1 Develop all technical specifications, functional/non-functional requirements, and requests for proposals for this component.

Deliverables

- Request for Proposal
- Request for Proposal Evaluations & Recommendations

Approval

- Client

4.11.2 Upon project award, coordinate the implementation of various security sub-systems with the various other sub-projects to ensure proper timing and dependency management. This shall be incorporated into the activities described in Task 4.1.5, the development of the master project plan.

Deliverables

- Master Project Plan Inclusion

Approval

- Client

4.11.3 Closely monitor the implementation of the digitization efforts to ensure that timelines are met. As needed alert the MOI and the World Bank on potential issues and risks in a proactive and timely manner.

4.11.4 Integrate the digitized records with existing systems within their respective organizations. The integration should be as seamless as the system of record within these organizations permits. It should allow indexing, metadata tagging and searching of these records. Where the existing system of record is not capable of performing this function, an alternate will be provided. All efforts should be made to leverage existing technology investments the GOG has made, e.g. Office 365 to resolve this issue.

4.11.5 The following systems have been identified as having significant digitization requirements:

- Ministry of Finance (tax, financial instruments, statistics, payroll, HR, etc.)
- Customs & Excise
- Immigration
- Civil Registry
- Motor Vehicle
- Driver's License
- Electoral Records
- Physical Planning Unit (GIS)
- Gov't Info Services (Historical Parliamentary Audio Tapes)
- Supreme Court Registry
- Other systems to be determined by consultation with the GOG

Deliverables

- Digitization Status Reports (every month during the life of the project)
- Organization specific integration strategy for each of the institutions listed in 4.11.5

Approval

- Client

4.12 Task – Technical Quality Control

The reform effort that is being undertaken is complex and consists of many distinct elements that have very technical components. These are detailed above and are:

- 4.2 - Electronic Payment Platform
- 4.3 - Single Sign On (SSO) Digital Identifier Platform
- 4.4 - Spatial Data Platform
- 4.5 - Data Interoperability Framework
- 4.6 - Security Services Platform
- 4.9.1 - Vertical Services – Tax Administration
- 4.9.2 - Vertical Services – Civil Registry
- 4.11 – Record Preservation

Many of the above will require custom code to be developed and written. Where this is the case, the firm will be expected to perform technical quality control checks on the work on the project-specific contractors. These shall consist of periodic source code reviews. These reviews will check for adherence to coding best practices and procedures.

The firm will ensure that all sub-projects maintain source code repositories that are always accessible to the Client for the life of the project.

The number and frequency of these reviews will be determined with the Client on a per project.

Deliverables

- Source Code Reviews for each of the institutions listed below. At least 1 review will be completed for each institution once enough code has been developed to ascertain patterns and practices of the team developing the code. Based on the results, more reviews may be mandated at the discretion of the GOG

Approval

- Client

5. Team Composition & Qualification Requirements

5.1. The following key experts are required for this assignment:

5.1.1. Team Leader & Change Management Expert

5.1.2. EGovernment Expert

5.1.3. Tax Administration Expert

5.1.4. Other personnel as proposed by the Vendor

5.2. Team Leader & Change Management Expert Qualifications

5.2.1. 7 years' experience in change management

5.2.2. 7 years' experience as team leader on complex international projects using internationally recognized project management methodologies

5.2.3. Technical knowledge of ICT systems and technologies, e.g. database systems, application servers, enterprise architectures, integration & interoperability, etc.

5.2.4. Documented experience designing comprehensive change management strategies and communications plans

5.2.5. Documented experience building capacity and training including examples of successful knowledge transfer

5.2.6. Documented capacity to perform monitoring and evaluation of projects and to perform risk management in a proactive fashion to manage, mitigate or remove it

5.2.7. Experience with small-island developing states

5.3. EGovernment Expert Qualifications

5.3.1. 7 years' experience responsible for the strategic planning and direction of eGovernment activities

5.3.2. Documented experience developing governance structures for eGovernment or large corporations

5.3.3. Demonstrated understanding of various institutional models and approaches to eGovernment, e.g. policy & investment coordination model vs technical coordination model vs. administrative coordination model vs. eAgency model, etc.

5.3.4. Demonstrated understanding of the recent trends in eGovernment eService usage and citizen participation

5.3.5. Documented capacity to perform monitoring and evaluation of projects and to perform risk management in a proactive fashion to manage, mitigate or remove it

5.3.6. Documented experience training and mentoring counterparts to become self-sufficient and develop self-sustaining systems

5.3.7. Technical knowledge of ICT systems and technologies, e.g. database systems, application servers, enterprise architectures, integration & interoperability, etc.

5.3.8. Experience with small-island developing states

5.4. Tax Administration Expert Qualifications

- 5.4.1. 7 years' experience implementing tax administration systems or advising on their implementation. Experience with small-island developing nations will be highly valued.
- 5.4.2. Technical knowledge of ICT systems and technologies
- 5.4.3. Demonstrated capacity performing business process analysis and optimization
- 5.4.4. Experience with small-island developing states

6. Reporting Requirements & Time Schedule for Deliverables

6.1. Reporting requirements are detailed in items 4.7 to 4.11 as per subtask. These are summarized below

Task	Approver	Weeks from Start
4.1.10		
Project Inception Report that includes updated documentation	Client	6
Project Master Plan	Client	10
Periodic Project Updates and Progress Reports	Client	See Individual Components
4.2.4		From Start of This Project Monthly
Brief Electronic Payment Status Reports (every month during the life of the project)	Client	
Request for Proposal	Client	6
Request for Proposal Evaluations & Recommendations	Client	After Proposal Submission
Intermediate Deliverables		
• Review of business process analysis & recommendations	Client	TBD
• Review of business process optimization & recommendations	Client	TBD
• Review of treasury process incorporation & recommendations	Client	TBD

• Review of legal and regulatory reports & recommendations	Client	TBD
• Review of proposed infrastructure and recommendations	Client	TBD
• Review of proposed software solution and recommendations	Client	TBD
4.2.5 Electronic Payment Standards	Client	TBD
4.3.3		From Start of This Project Monthly
Brief Single Sign on Digital Identifier Status Reports	Client	
Request for Proposal	Client	6
Request for Proposal Evaluations & Recommendations	Client	After Proposal Submission
4.3.4		From Start of This Project
Intermediate Deliverables		
Review of business process analysis & recommendations	Client	TBD
Review of business process optimization & recommendations	Client	TBD
Review of the proposed design of the solution & recommendations	Client	TBD
Review of proposed governance mechanisms & recommendations	Client	TBD
4.3.5 Digital Identity Standards	Client	TBD
4.4.3		From Start of This Project Monthly
Brief Spatial Data Infrastructure Status Reports (every month during the life of the project)	Client	
Request for Proposal	Client	6

Request for Proposal Evaluations & Recommendations	Client	After Proposal Submission
Intermediate Deliverables		
• Review of business process analysis & recommendations	Client	TBD
• Review of business process optimization & recommendations	Client	TBD
• Review of policy and governance arrangements & recommendations	Client	TBD
• Review of human resource development capacity and recommendations	Client	TBD
• Review of data management components and recommendations	Client	TBD
• Review of the technology requirements and recommendations	Client	TBD
4.4.4 Spatial Data Standards	Client	TBD
4.5.4		From Start of This Project Monthly
Brief Data Interoperability Framework Status Reports (every month during the life of the project)	Client	
Request for Proposal	Client	6
Request for Proposal Evaluations & Recommendations	Client	After Proposal Submission
Intermediate Deliverables		
• Enterprise Architecture Implementation Assessment Report & Recommendations (to advise and assist the GOG in selecting the optimal approach – see 4.5.3)	Client	TBD
• Technical-Semantic-Process Interoperability Assessment and Recommendations Report (see 4.5.3)	Client	TBD

<ul style="list-style-type: none"> Enterprise Architecture Vision for the GOG 	Client	TBD
Data Interoperability Framework Standards	Client	TBD
4.6.3		From Start of This Project Monthly
Brief Security System Status Reports	Client	
4.6.4		From Start of This Project Incremental Per Project
PCI Assessment & Compliance Report. This Report shall be compiled for and include each of the systems/applications that are using the electronic payment service. It may be incremental over time as each of the systems/applications are interfaced with the electronic payment system	Client	
4.6.6		From Start of This Project Monthly
Brief CERT Status Reports (every month during the life of the activity)	Client	
CERT Final Report	Client	TBD
Request for Proposal	Client	6
Request for Proposal Review & Recommendations	Client	After Proposal Submission
Intermediate Deliverables		
<ul style="list-style-type: none"> CERT Vision Statement 	Client	TBD
<ul style="list-style-type: none"> CERT Organizational Structure including Human Resources 	Client	TBD
<ul style="list-style-type: none"> Legal and Regulatory Review & Recommendations 	Client	TBD
<ul style="list-style-type: none"> Crisis Communications Plan 	Client	TBD
4.7.2		
Governance, Organization Strategy & Design Document	Client	TBD
4.7.3		

Governance, Organization Strategy & Design Document	Client	TBD
4.7.4 Governance, Organization Strategy & Design Document	Client	TBD
4.8.1 Transformation Readiness Assessment Risk Report.	Client	TBD
4.8.2 Enterprise Architecture Review	Client	TBD
4.8.4 Request for Proposal Request for Proposal Recommendation and Evaluations	Client Client	6 After Proposal Submission
4.8.5 Included as part of 4.1.10 (Task 4.1.5)		
4.8.6 Enterprise Architecture Implementation Risk Management	Client	TBD
4.8.7 Brief EA Progress Reports		From Start of This Project Monthly
4.8.8 EA Compliance Report that includes business, data, applications and technology architecture compliance and recommendations.		
4.8.9 Included as part of 4.8.7		
4.8.10		

Functional enterprise architecture repository that is accessible to key stakeholders	Client	TBD
4.8.10		From Start of This Project Monthly
Included as part of 4.8.7		
4.8.11		From Start of This Project Monthly
Brief Status Reports		
4.9.1		From Start of This Project Monthly
Brief Tax System Status Reports (every month during the life of the project)	Client	
Request for Proposal	Client	6
Request for Proposal Evaluations & Recommendations	Client	After Proposal Submission
EA Governance Report (covering 4.8.11 a-e)	Client	TBD
4.9.2		From Start of This Project Monthly
Brief Civil Registry System Status Reports (every month during the life of the project)	Client	
Request for Proposal	Client	6
Request for Proposal Evaluations & Recommendations	Client	After Proposal Submission
4.10.5		TBD
Political economy analysis report	Client	TBD
Change readiness Assessment (CRA)	Client	TBD
A comprehensive change management strategy and communications plan	Client	TBD

Preparation of organization design and human resources improvements	Client	TBD
Preparation and implementation of an inclusive capacity building and training program for GOG employees and other key stakeholders identified under the DG4R project.	Client	TBD
Change Management Status Report (monthly for the life of the activity).	Client	Monthly
4.10.6		
Process Engineering Status Reports	Client	Monthly
Business Process Re-Engineering Analysis	Client	TBD
4.11.1		
Request for Proposal	Client	From Start of This Project
Request for Proposal Evaluations & Recommendations	Client	6 After Proposal Submission
4.11.2		
Included as part of 4.1.10 (Task 4.1.5)		
4.11.5		
Digitization Status Reports	Client	From Start of This Project
Organization Specific Integration Strategy	Client	Monthly TBD
4.12		
Source Code Reviews for each of the institutions listed below. At least 1 review will be completed for each institution once enough code has been developed to ascertain patterns and practices of the team developing the code. Based on the results, more reviews may be mandated at the discretion of the GOG	Client	TBD

- 6.2. The Project Manager, CIO, and the Vendor Team Leader shall meet on a weekly basis (or as agreed in the Project Operations Manual (POM) for the DG4R) to review the progress of the project and its tasks in accordance with the Project Plan. The Team Leader shall prepare the minutes of the meetings within the next five business days. The Project Manager shall review the minutes within five (5) business days after which it will be deemed acceptable.
- 6.3. The Client expects the Vendor to provide full lifecycle project management for the duration of the whole project. This includes but is not limited to items such as project management and implementation methodology; performance management; risk management; documentation required for the development, testing, operations and maintenance, and support of the system. The team proposed to manage this requirement must have experience in implementing similar projects. The project plan should align the team to the tasks proposed detailing the project management methodology and the level of effort for each labor category.
- 6.4. The Vendor will be responsible for setting up and maintaining a document repository of all related to project administration. That repository shall be accessible at all times by the GOG and the World Bank.

7. Client Contribution

(a) Services, facilities and property to be made available to the Consultant by the Client:

- Office space within the Ministry of Implementation
- All communications and standard office supplies. Key experts will be responsible for provision of their own computers. The Ministry of Implementation will provide secure wired and wireless network connectivity of sufficient bandwidth to permit effective work by the team.
- All current and previous ICT strategy documents for the GOG
- Government of Grenada Public Service Management Reform Strategy
- ICT Vision of Pillar 4 from the CIO's Office
- All previous studies completed on governance structures for eGovernment

(b) Professional and support counterpart personnel to be assigned by the Client to the Consultant's team:

- List personnel – GOG will provide