

GOVERNMENT OF SAINT LUCIA

Department of the Public Service

REQUEST FOR EXPRESSIONS OF INTEREST

CONSULTING SERVICES – FIRMS SELECTION

Project: Caribbean Digital Transformation Project
Loan No.: IDA-66820
Assignment Title: Consultancy for the Development of Government ICT Standards and National Digital Policies for the Government of Saint Lucia
Reference No.: LC-DPS-470064-CS-QCBS

The Government of Saint Lucia has received financing from the World Bank toward the cost of the Caribbean Digital Transformation Project and intends to apply part of the proceeds for consulting services.

The consulting services (“the Services”) aim to support the Government of Saint Lucia in advancing its digital transformation agenda by establishing Government ICT standards and formulating National Digital Policies in order to provide a strategic and technical foundation for enhancing the country’s digital infrastructure, public service delivery, and overall economic growth. The services are expected to be carried out in Saint Lucia and remotely over a period of 45 weeks with an estimated commencement date of February 2026.

The detailed Terms of Reference (TOR) for the assignment are attached to this request for expressions of interest.

The Department of the Public Service of Saint Lucia now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The shortlisting criteria are as follows:

- a. At least seven (7) years of overall consulting experience in policy and standards development and digital transformation strategies.
- b. At least one (1) successfully completed similar assignment in the last five (5) years.
- c. Demonstrated experience in implementing digital strategies and designing capacity-building initiatives, including training and user-friendly documentation for public sector personnel.
- d. Proven experience in developing monitoring and evaluation (M&E) frameworks for ICT policies or digital transformation projects.

- e. Experience working with government agencies, with a focus on small island developing states (SIDS) or Caribbean contexts.
- f. Familiarity with regional organizations such as CARICOM and the OECS and their digital policies and frameworks.

Key Experts will not be evaluated at the shortlisting stage.

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IPF Borrowers" dated July 2016, revised November 2017 and August 2018 ("Procurement Regulations"), setting forth the World Bank's policy on conflict of interest.

Consultants may associate with other firms to enhance their qualifications, but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

A Consultant will be selected in accordance with the Quality and Cost- Based Selection method set out in the Procurement Regulations.

Further information can be obtained at the address below during office hours 8:00 am to 4: 40 pm, Monday to Friday.

Expressions of interest must be delivered in a written form to the address below (in person, or by mail, or by e-mail) by **midnight, EST, 9th October, 2025**.

Caribbean Digital Transformation Project
Division of Public Sector Modernization
Department of Public Service
Bourbon Street,
Castries,
Saint Lucia
Attention: Project Manager
Email: slu.cardpt@gmail.com, copied to sheralin.monrose@govt.lc



DEPARTMENT OF THE PUBLIC SERVICE

CARIBBEAN DIGITAL TRANSFORMATION PROJECT

TERMS OF REFERENCE

**CONSULTANCY FOR THE DEVELOPMENT OF
GOVERNMENT ICT STANDARDS AND NATIONAL DIGITAL
POLICIES FOR THE GOVERNMENT OF SAINT LUCIA (GOSL)**

LC-DPS-470064-CS-QCBS

1. 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 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 Government of Saint Lucia (GoSL) efforts 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), and is intended to:
 - a. utilize the connectivity infrastructure developed across the island, as well as nodal infrastructure in the form of a centralized government datacentre;
 - b. develop the cross-cutting enablers of digital government including an EA and interoperability framework, digital identification platform (using the MPID numbering system), authentication infrastructure, and a government payment platform;
 - c. use the developed infrastructure and digital government enablers as a basis for the phased implementation of one hundred and fifty-four (154) digitized public services such as civil registry (birth, marriage, and death registration), drivers' license application, testing and renewal, permits and authorizations for construction, among others.

2. BACKGROUND

The Government of Saint Lucia (GOSL), under the Caribbean Digital Transformation Project (CARDTP), is prioritizing the establishment of Government ICT Standards and a framework of National Digital Policies to advance its digital transformation agenda. These efforts aim to foster a cohesive, inclusive, and resilient digital economy that enhances government efficiency, promotes innovation, and improves the lives of citizens.

At present, Saint Lucia lacks comprehensive national ICT standards or digital policies that apply across all government entities. While individual ministries have developed their own ICT protocols and guidelines, these are fragmented and lack coordination at the national level. This absence of a unified framework leads to:

1. **Inconsistent Practices:** Variations in technology adoption and usage create inefficiencies and increase operational costs.
2. **Interoperability Challenges:** Disparate systems hinder seamless data sharing and collaboration across ministries and agencies.
3. **Security Vulnerabilities:** Inconsistent cybersecurity measures leave critical systems and data more susceptible to breaches.
4. **Missed Opportunities for Innovation:** The lack of a strategic national approach limits the government's ability to leverage emerging technologies effectively.

Establishing national ICT standards and policies is critical for ensuring coherence, efficiency, and innovation in government operations, to include, promoting Interoperability, enhancing Security and Compliance, Improving Cost Efficiency and Supporting Digital Transformation:

Similar efforts have been made at both the International and Regional levels to include Estonia. Estonia's national ICT standards and digital policies underpin its globally recognized e-government platform. Unified policies have enabled secure data sharing across ministries, fostering a citizen-centric approach to digital services.

CARICOM's Single ICT Space initiative emphasizes regional harmonization of ICT standards and policies. Member states adopting a coordinated approach have reported increased efficiency, cost savings, and enhanced regional integration.

This initiative is aligned with the objectives of the Caribbean Digital Transformation Project, which include:

1. **Strengthening Digital Infrastructure:** Ensuring technical quality, interoperability, and scalability of systems.

2. **Enhancing Access to Digital Services:** Providing seamless, secure, and user-friendly services to citizens.
3. **Promoting Digital Literacy:** Empowering public sector staff and citizens to utilize digital tools effectively.

Expected Benefits of National ICT Standards and Policies

1. **Coordinated Government Operations:** Standardized practices and protocols enable efficient, collaborative public service delivery.
2. **Enhanced Public Trust:** Robust data protection measures and transparent policies foster citizen confidence in government systems.
3. **Global Competitiveness:** A modern ICT framework positions Saint Lucia as a regional leader in digital transformation.
4. **Sustainable Growth:** Policies tailored to Saint Lucia's socio-economic context ensure long-term digital resilience and inclusion.

By addressing the current gaps and learning from successful implementations regionally and globally, this initiative will provide Saint Lucia with the tools necessary to build a cohesive, secure, and innovative digital government framework.

3. OBJECTIVES

This consultancy aims to support the Government of Saint Lucia (GOSL) in advancing its digital transformation agenda under the Caribbean Digital Transformation Project (CARDTP) by establishing Government ICT Standards and formulating National Digital Policies. These deliverables will provide a strategic and technical foundation for enhancing the country's digital infrastructure, public service delivery, and overall economic growth. Main objectives are as follows:

1. **Develop a Comprehensive Set of Government ICT Standards**
 - o Establish a unified framework to guide the **design, procurement, and implementation** of digital systems and infrastructure across all public sector entities.

Specific Objectives Include:

- o **Standardizing ICT Architecture and Practices:**
Develop consistent technical frameworks, guidelines, and protocols for hardware, software, networks, and data management.
- o **Ensuring Compliance with Global and Regional Best Practices:**
Align standards with recognized frameworks, such as ISO 27001 for

information security, GDPR-like principles for data protection, and CARICOM's ICT guidelines.

- **Enhancing Cybersecurity and Data Protection:**
Establish robust measures to protect government systems from cyber threats and ensure the privacy of citizens' data.
- **Promoting Scalability and Interoperability:**
Enable seamless integration and scalability of digital systems to adapt to evolving technologies and user needs, optimizing resource utilization.

2. Formulate a Framework of National Digital Policies

- Develop strategic policies that provide a coherent direction for Saint Lucia's digital transformation efforts.

Specific Objectives Include:

- **Alignment with CARDTP Goals:**
Ensure policies are in line with the objectives of the Caribbean Digital Transformation Project, focusing on connectivity, innovation, and capacity building.
- **Addressing Key Areas of Digital Transformation:**
Create policies that cover critical domains such as:
 - Digital Infrastructure
 - Cybersecurity
 - E-Government
 - Digital Literacy and Skills Development
 - Digital Entrepreneurship
 - Data Protection and Privacy
 - Adoption of Emerging Technologies (e.g., AI, blockchain)
- **Supporting Broader Development Goals:**
 - Facilitate the digital transformation of public services to improve efficiency and accessibility.
 - Foster private sector growth through innovation, entrepreneurship, and improved access to digital markets.
 - Promote the economic and social development of the country by bridging the digital divide and building a resilient digital economy.

4. EXPECTED RESULTS

The expected results of this consultancy are as follows:

1. **Comprehensive Government ICT Standards**
 - A robust set of guidelines aligned with international best practices to ensure the technical quality, security, interoperability, scalability, and cost-effectiveness of digital systems across government entities.
2. **Strategic National Digital Policies**
 - A policy framework tailored to Saint Lucia's unique needs while aligning with global and regional digital transformation best practices.
 - A comprehensive list of policies providing strategic guidance for digital transformation in key sectors, including education, health, finance, and public administration. These policies should align with existing national development strategies and international standards.
3. **Enhanced Cybersecurity and Data Protection**
 - Strengthened safeguards to protect government systems and citizens' data, fostering trust in digital services.
4. **Efficient Public Service Delivery**
 - Improved coordination and integration of government systems, enabling user-friendly and efficient public services.
5. **Private Sector and Economic Growth**
 - Policies that encourage innovation, entrepreneurship, and investment in the digital sector, supporting a thriving economy.
6. **Long-Term Digital Resilience**
 - Scalable and adaptable frameworks that ensure Saint Lucia remains competitive and prepared for future technological advancements.
7. **Recommendations for Adoption and Implementation**
 - Clear, actionable recommendations for prioritizing the adoption and implementation of both the ICT standards and digital policies, ensuring effective execution.
8. **Capacity-Building Recommendations**
 - Detailed recommendations for building capacity within government agencies to support the adoption and long-term sustainability of the ICT standards and digital policies.
9. **Monitoring and Evaluation Framework**
 - A comprehensive framework for tracking the implementation, adoption, and impact of the ICT standards and digital policies.

- Specific, measurable indicators to evaluate progress, identify challenges, and ensure continuous improvement in achieving digital transformation goals.

5. SCOPE OF WORKS

The Consultant will be tasked with the following activities to develop a comprehensive Government ICT Standards and National Digital Policies for Saint Lucia:

- 1. Review Existing Frameworks**
 - Conduct an in-depth review of existing ICT policies, strategies, and standards in Saint Lucia and the region.
 - Identify gaps and opportunities to address current and future needs for ICT standardization and policy formulation.
- 2. Conduct Stakeholder Consultations**
 - Engage with stakeholders across government ministries, the private sector, and civil society to gather insights on key requirements for ICT standards and policy development.
 - Facilitate workshops and interviews to ensure diverse perspectives are considered in the proposed framework.
- 3. Develop Government ICT Standards**
 - Draft a comprehensive set of standards covering critical areas, including but **not limited** to:
 - Data Security and Privacy
 - System Interoperability
 - Cloud Computing Standards
 - Digital Infrastructure Guidelines
 - Software Development Practices
 - ICT Procurement Guidelines
 - Refer to the detailed list provided in Appendix I.
- 4. Formulate National Digital Policies**
 - Develop policies in key areas, such as:
 - Digital Government Services
 - Cybersecurity and Data Protection
 - E-Commerce and Digital Entrepreneurship
 - Digital Skills Development and Inclusion
 - Emerging Technologies (e.g., Artificial Intelligence, Internet of Things)
 - Ensure the policies align with Saint Lucia's national development goals and global best practices.
- 5. Align Standards and Policies**
 - Ensure that proposed ICT standards and digital policies complement each other, driving digital transformation in a coordinated manner.

- Align the framework with regional and international standards, such as CARICOM’s Single ICT Space and ISO/IEC guidelines.
- 6. Provide an Implementation Roadmap**
- Develop a phased implementation plan for rolling out the ICT standards and digital policies.
 - Include a monitoring and evaluation framework to track progress and impact over time.
- 7. Present Draft Standards and Policies**
- Organize workshops with stakeholders to present the draft ICT standards and digital policies for feedback.
 - Incorporate stakeholder feedback to refine the framework further.
- 8. Finalization of Documents**
- Revise and finalize the Government ICT Standards and National Digital Policies based on input from stakeholders and alignments with international standards.
- 9. Training and Capacity Building**
- Provide targeted training sessions for key government personnel on:
 - How to implement and adhere to the developed ICT standards.
 - Best practices for integrating and sustaining digital policies.
 - Develop user-friendly documentation and guides to support ongoing adherence to the framework.
- 10. Develop Monitoring and Evaluation Framework**
- Create a comprehensive plan to track and assess the long-term impact of the ICT standards and digital policies.
 - Integrate the M&E framework with Saint Lucia’s existing governance mechanisms to ensure sustainability.

6. EXPECTED DELIVERABLES AND TIMELINES

The Consultant shall prepare and submit all reports as per the schedule below, electronically in Word and PDF formats to the client. The final report should also be submitted electronically, as well as duplicate hard copies. The language of all deliverables must be in English.

#	DELIVERABLE	(WEEKS AFTER SIGNING)	VALIDATION PERIOD (WEEKS)	PAYMENT %
1	Inception Report - Outline of the work plan, methodology, and timelines	2	-	-
	Validation	4	2	10
2	Stakeholder Consultation Report - Summary of key			

	findings from consultations identifying key areas for policy and standards development, and analysis of gaps in existing policies.	10	-	-
	Validation	12	2	15
3	Draft Government ICT Standards - A comprehensive set of draft ICT standards with clear guidelines for adoption across government.	20	-	-
4	Draft List of National Digital Policies - A detailed list of proposed digital policies covering key sectors and areas of digital transformation with relevant descriptions and justifications.	20	-	-
	Validation - Review and approval of Draft ICT Standards and Digital Policies	26	2	20
5	Presentation of Drafts to Stakeholders - A stakeholder workshop to review and discuss the proposed standards and policies.	28	-	-
6	Final Government ICT Standards and National Digital Policies - Incorporating feedback from stakeholders and final recommendations on prioritization.	34	-	-
	Validation	37	-	20
6	Policy Implementation Recommendations Report - A roadmap and strategy for the phased adoption and monitoring of the implementation of the standards and policies.	39	-	-
	Validation	41	-	25
7	Capacity-Building - Training sessions, user guides, and manuals for government personnel to implement and	43	-	-

	sustain the ICT standards and digital policies.			
8	Monitoring and Evaluation Framework - A detailed plan for tracking and assessing the impact and adoption of the ICT standards and policies.	45	-	10

7. DURATION

The consultancy is expected to be completed over **45 weeks'** period from contract signature.

8. EXPERTISE REQUIRED

The Consulting Firm should meet the following requirements:

- a. At least seven (7) years of overall consulting experience in policy and standards development and digital transformation strategies.
- b. At least one (1) successfully completed similar assignment in the last five (5) years.
- c. Demonstrated experience in implementing digital strategies and designing capacity-building initiatives, including training and user-friendly documentation for public sector personnel.
- d. Proven experience in developing monitoring and evaluation (M&E) frameworks for ICT policies or digital transformation projects.
- e. Experience working with government agencies, with a focus on small island developing states (SIDS) or Caribbean contexts.
- f. Familiarity with regional organizations such as CARICOM and the OECS and their digital policies and frameworks.

Team Expertise Requirements

The Consulting Firm should provide a team of highly qualified professionals, led by a **Lead Consultant/Project Manager**, and include other suitable experts in ICT standards, policy development, digital transformation, and public governance.

1. Lead Consultant/Project Manager

- **Academic Qualifications:** Master's Degree in Public Policy, ICT Policy Development, Digital Governance, or a related field.
- **Experience:**

- At least ten (10) years of experience leading ICT projects, particularly focusing on digital governance and policy formation.
- Certification in project management (e.g., PMP, CAPM, or equivalent).
- Proven ability to manage complex projects, including coordinating cross-functional teams, stakeholder engagements, and timely delivery of results.
- Demonstrated expertise in designing and delivering training sessions or workshops for public sector personnel.
- Experience in conducting multi-stakeholder consultations and workshops, producing policy documents, and creating capacity-building materials.
- Proven experience in digital policy formulation for governments, with specific expertise in small island developing states or Caribbean contexts being an advantage.
- **Technical Skills:** Knowledge of international digital standards and best practices in areas such as data protection, cybersecurity, e-commerce, and emerging technologies (e.g., AI, IoT).
- **Other Skills:** Excellent communication and report-writing skills.

2. Key Expert in ICT Standards Development

- **Academic Qualifications:** At least a Bachelor's Degree in Information Technology, Computer Science, or a related field.
- **Experience:**
 - Minimum seven (7) years of experience in ICT standards development.
 - Proven expertise in designing scalable and interoperable ICT frameworks using modular architectures.
 - Familiarity with global standards development processes and methodologies, such as ISO/IEC 27001, COBIT, ITIL, or other recognized standards organizations.
 - Certification in ICT Governance frameworks (e.g., COBIT, ITIL).
- **Technical Skills:**
 - Expertise in cybersecurity, cloud computing, and data governance.
 - In-depth knowledge of data security, cloud computing, interoperability, software development, and digital infrastructure.
- **Other Skills:** Strong analytical, communication, and technical-writing skills.

3. Key Expert in ICT Policy Formulation

- **Academic Qualifications:** At least a Bachelor's Degree in Public Policy, ICT Policy Development, Digital Governance, or a related field.

- **Experience:**
 - Minimum seven (7) years of experience in ICT policy formulation, particularly in the public sector, with a focus on digital transformation and governance.
 - Expertise in formulating policies in areas such as digital government, e-commerce, data privacy, cybersecurity, digital skills development, and emerging technologies (AI, IoT, etc.).
 - Proven experience in designing implementation roadmaps and establishing evaluation metrics for digital policies.
 - Strong understanding of the policy landscape in small island developing states (SIDS) or the Caribbean region.
- **Other Skills:** Strong communication and technical writing skills.

4. Technical Expert in Emerging Technologies

- **Academic Qualifications:** At least a Bachelor's Degree in Information Technology, Computer Science, or a related field.
- **Experience:**
 - At least five (5) years of experience working with emerging technologies such as artificial intelligence (AI), blockchain, Internet of Things (IoT), and cloud computing.
 - Proven ability to assess the policy implications of emerging technologies for public sector governance.
 - Strong knowledge of how emerging technologies can be applied to public sector operations.
- **Other Skills:** Strong communication and technical writing skills.

9. Stakeholder Listing

The Consultant will engage the following stakeholders during the project:

- **All Government Ministries/Departments**
- **Government Information Technology Services (GITS) Ltd.**
- **National Telecommunications Regulatory Commission (NTRC)**
- **National Competitiveness and Productivity Council (NCPC)**
- **Saint Lucia ICT Private Sector Representatives**
- **Civil Society and ICT-focused NGOs**
- **World Bank Representatives**

- **CARICOM and OECS Representatives**

10. List of Documents

The Consultant will be provided with the following documents:

- Existing National Development Strategy for Saint Lucia
- CARDTP Project Document
- Previous ICT standards and policy documents, if available
- National ICT/telecommunications regulations and laws
- Regional ICT policy documents from CARICOM (inclusive of Digital Economy Framework) and OECS
- International standards and best practices (ISO, ITU, etc.)

11. REPORTING

The Consultant will:

- Report directly to the Project Manager of the Project Implementation Unit (PIU) within the Ministry of the Public Service.
- Work closely with and other key stakeholders as directed by the PIU to ensure the successful execution of the consultancy.

12. RESPONSIBILITIES

10.1 The Consultant will be responsible for the following:

- Cover all necessary expenses, including:
 - Direct staff costs
 - Office space and facilities
 - Computer systems and software
 - Telecommunication systems
 - Travel expenses
 - Hard copy report deliveries
 - Any additional incidentals required to complete the consultancy.
- Conduct all consultancy activities using primarily internal resources without reliance on external support for essential functions.
- Respect and comply with the agreed project timeframes, ensuring timely execution of tasks and milestones.
- Conduct all stakeholder meetings in a professional and responsible manner, fostering a collaborative and respectful environment.

- Guarantee the validity and reliability of all tools and instruments developed or utilized by the Consultant for training sessions, workshops, or other engagements.
- Ensure confidentiality of all aspects related to the consultancy process, safeguarding sensitive information.
- Prepare all submissions in English and deliver them in the format and through the media specified by the Project Implementation Unit (PIU).
- Submit all deliverables on or before specified deadlines, maintaining timeliness and alignment with project timelines.

10.2 As the Executing Agency for the Project, the PIU will support the implementation of this consultancy through the following actions:

- i. Arrange interviews and provide the Consultant with access to Project documents, existing regulations, legislations, and policies, as well as other relevant organizational process assets required to carry out the consultancy effectively.
- ii. Designate a focal point within the PIU to guide the Consultant, assisting in coordinating activities and providing direction as needed to ensure alignment with project objectives.
- iii. Supply the Consultant with all relevant and appropriate information necessary for the consultancy's successful execution, ensuring that the Consultant has access to up-to-date data and resources.

Appendix I - List of Standards

In order of priority:

1. Cybersecurity Standards
2. Data Privacy and Protection Standards
3. Digital Identity and Authentication
4. Digital Payments and e-Commerce
5. Interoperability and Open Standards
6. ICT Infrastructure and Network Standards
7. Data Governance and Management
8. Digital Literacy and Skills Standards
9. Software Development and Quality Assurance
10. Digital Accessibility Standards
11. Cloud Computing Standards
12. Green IT and Sustainability