GOVERNMENT OF SAINT LUCIA

Ministry of the Public Service, Transport, Information and Utilities Regulations

REQUEST FOR EXPRESSIONS OF INTEREST

CONSULTING SERVICES – FIRMS SELECTION

Project:	Caribbean Digital Transformation Project
Loan No.:	IDA-66820
Assignment Title:	Consultancy for Advisory Services to Modernize the Legal Framework for Saint Lucia's Digital Transformation Agenda
Reference No.:	LC-DPS-375549-CS-QCBS

1. BACKGROUND

The Government of Saint Lucia has received financing from the International Development Association (IDA) (the "Bank") in the form of a Credit (hereinafter called "Credit") toward the cost of the Caribbean Digital Transformation Project. The Ministry of the Public Service, Transport, Information and Utilities Regulations an implementing agency of the Client, intends to apply a portion of the proceeds of this to eligible payments under the contract for Consultancy for Advisory Services to Modernize the Legal Framework for Saint Lucia's Digital Transformation Agenda.

2. OBJECTIVE OF THE ASSIGNMENT

The overall objective of this activity is to strengthen the legal and regulatory framework to support digital transformation, improve trade performance, enhance the ease of doing business, and boost the business competitiveness of Saint Lucia. The expected outcomes of the consultancy include enhanced trade performance, improved competitiveness of the private sector, and better coordination and interoperability between government agencies and key international trading partners.

Given the absence of existing national legislation or policies on Artificial Intelligence (AI), fintech and regulatory sandboxes, cloud computing and data embassies, and comprehensive cybersecurity governance, the activity aims to support first generation framework development that is forward looking, risk aware, and aligned with international best practices.

The consultancy is expected to improve:

- Regulatory readiness for innovation and emerging technologies;
- Trust, security, and resilience within the digital ecosystem;
- Coordination across regulators, policymakers, and enforcement agencies; and
- Saint Lucia's attractiveness as a secure and innovation friendly digital jurisdiction.

3. SCOPE OF SERVICES

To achieve these objectives, the Consulting Firm will be expected to undertake the following activities, organized into three phases:

Phase 1 - Project Initiation and Baseline Assessment

- Inception meetings, methodology confirmation, and risk assessment.
- Preparation of an Inception Report.
- Baseline Digital Governance Assessment including benchmarking.

Phase 2 - Gap Analysis, Draft Frameworks, Consultations, and RIA

- Comparative gap analysis for AI, Fintech, Cloud/Data Embassies, and Cybersecurity.
- Development of draft policy and legislative frameworks.
- Preparation of Regulatory Impact Assessments (RIAs).
- Stakeholder workshops and Consultation Report.
- Consolidated Draft Legislative Brief and Strategy.

Phase 3 - Draft Legislation, Validation, and Final Reporting

- Preparation of draft legislation, regulations, and guidelines.
- Validation sessions and refinement.
- Submission of final legal instruments and implementation roadmap.
- Final Project Completion Report.

4. DURATION

The consultancy is expected to be carried out over a fourteen (14) month period from contract signature.

5. **QUALIFICATIONS OF THE CONSULTING FIRM**

Interested Consulting Firms must demonstrate the technical capacity, institutional experience, and regional relevance required to successfully deliver the assignment, including but not limited to the following:

- Specialized Experience in Emerging Technologies
- Experience in developing countries or SIDS.
- High-level stakeholder engagement experience.
- Experience working in CARICOM jurisdictions.
- Experience with World Bank or multilateral-funded projects.

6. **SHORTLISTING CRITERIA**

Firms Shortlisted to carry out the services will be selected in accordance with the Quality and Cost Based Selection (QCBS) method set out in the Regulations and based on the following criteria:

1. General experience of the firm.
2. Specialized Experience in Emerging Technologies including; Artificial Intelligence (AI) Governance, Financial Technology (Fintech), Cloud Computing and Data Sovereignty.
3. Experience in Developing Country / SIDS Contexts
4. Practical experience in legislative drafting, policy reform, or regulatory advisory services within Saint Lucia or another CARICOM jurisdiction.
5. Regulatory Impact Assessment expertise, including methodologies for assessing the impact of legislative changes on trade, ease of doing business, and sector competitiveness.
6. Proven experience facilitating consultations and coordination with senior public- and private-sector stakeholders,
7. Experience with multilaterally funded projects.

The qualifications and experience of Key Experts shall not be evaluated at the REOI stage.

7. The attention of interested Consultants is drawn to paragraph 3.14, 3.16 and 3.17 of the World Bank's Procurement Regulations for IPF Borrowers - Sixth Edition ("the Regulations"), setting forth the World Bank's policy on conflict of interest.

Further information can be obtained at the address below during office hours 8:00 am to 4: 30 pm, Monday to Friday.

Attention: Mrs. Sheralin Monrose-Gustave
Project Manager: Project Manager, Caribbean Digital Transformation Project (CARDTP)
Division of Public Sector Modernization
Ministry of the Public Service, Transport, Information and Utilities Regulations
William Peter Boulevard, Castries, St. Lucia
Tel: (758) 468-1408/468-1407
Email: sheralin.monrose@govt.lc, slu.cardpt@gmail.com

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, Wednesday, April 22, 2026**

Caribbean Digital Transformation Project (CARDTP)
Division of Public Sector Modernization
Ministry of the Public Service, Transport, Information and Utilities Regulations
William Peter Boulevard, Castries, St. 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 ADVISORY SERVICES TO MODERNIZE THE LEGAL FRAMEWORK FOR SAINT LUCIA'S DIGITAL TRANSFORMATION AGENDA

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

On June 25, 2020, the Government of Saint Lucia, through the Department of the Public Service, launched its Digital Government Services Platform (digiGov). This platform provides online access to 134 public services across eight ministries through a single access point. The operationalization of digiGov is expected to streamline business processes, reduce processing times, and improve Saint Lucia's performance on the Ease of Doing Business Index and the United Nations E-Government (UN E-Government) Index.

Prior to digiGov's launch, a comprehensive legal review and business process re-engineering (BPR) exercise was conducted in 2019 under a consultancy commissioned by the Compete Caribbean Partnership Facility (CCPF). This review assessed the extent to which the legal framework supports key aspects of electronic government (e-government) and identified legislative gaps in critical areas necessary for supporting online transactions. As a result, key legislative actions were initiated, including the commencement of two horizontal laws: the Electronic Transactions Act (No. 6 of 2011) and the Data Protection Act (No. 11 of 2011), as well as the development of three new Bills: the Digital Government Bill, the Data Sharing Bill, and the Digital ID Bill (based on the OECS Model).

While the Data Protection Act was fully enacted on January 9, 2023, the Electronic Transactions Act (ETA) has only been partially proclaimed. Furthermore, the ETA was modeled after the UNCITRAL standards of over a decade ago. Given the rapid evolution of the global digital economy, Saint Lucia now faces a "second generation" of legislative gaps that go beyond simple electronic signatures.

To transition from a digital government to a true Digital Economy, the Government of Saint Lucia recognizes the urgent need to pioneer legal and policy frameworks in the following critical areas where no specific legislation currently exists:

- Artificial Intelligence (AI) Governance: As AI becomes integrated into public and private sectors, a dedicated policy is required to ensure ethical deployment, data privacy, and algorithmic transparency, shielding citizens from automated bias while encouraging tech innovation.
- Fintech and Regulatory Sandbox Frameworks: To position Saint Lucia as a regional hub for financial technology, the government must establish a legal framework for Fintech operations. This includes the creation of a Regulatory Sandbox, allowing innovators to test new financial products in a controlled environment under the supervision of the Financial Services Regulatory Commission (FSRC).
- Cloud Governance and Data Embassies: With the shift toward cloud first architectures, Saint Lucia requires a sovereign Cloud Policy. Furthermore, to enhance national data resilience, the government seeks to establish the legal concept of Data Embassies, extraterritorial data

centers that allow for the secure, reciprocal storage of sovereign data under Saint Lucian law, even when physically located abroad.

- Cybersecurity Coordination and Oversight: While a Computer Misuse Act exists, it does not provide the modern oversight mechanisms or institutional coordination required to defend critical national infrastructure. A new framework is needed to establish clear lines of authority for cybersecurity incident response and national threat intelligence.
- As the government continues to implement its Digital Transformation agenda it is essential to ensure that the legal and regulatory framework is strengthened to support the growing role of artificial intelligence (AI) and financial technology (fintech) in GOSL electronic services platform (ESP) and trade facilitation. Given that the processing and approvals of transactions will increasingly rely on automated decision-making, digital identity, electronic payments, and real-time data exchange, the regulatory environment must be robust, comprehensive, and up to date.
- This includes clear rules on the legal validity of AI-enabled processing, secure digital authentication, interoperable payment systems, consumer and business safeguards, data protection, cybersecurity, and oversight mechanisms that promote innovation while ensuring accountability, transparency, and trust in GOSL digital platforms and systems.

3. OBJECTIVES

The overall objective of this Programme is to strengthen the legal and regulatory framework to support digital transformation, improve trade performance, enhance the ease of doing business, and boost the business competitiveness of Saint Lucia. The expected outcomes of the consultancy include enhanced trade performance, improved competitiveness of the private sector, and better coordination and interoperability between government agencies and key international trading partners.

Given the absence of existing national legislation or policies on Artificial Intelligence (AI), fintech and regulatory sandboxes, cloud computing and data embassies, and comprehensive cybersecurity governance, the Programme aims to support first generation framework development that is forward looking, risk aware, and aligned with international best practices.

The consultancy is expected to improve:

- Regulatory readiness for innovation and emerging technologies;
- Trust, security, and resilience within the digital ecosystem;
- Coordination across regulators, policymakers, and enforcement agencies; and
- Saint Lucia’s attractiveness as a secure and innovation friendly digital jurisdiction.

To achieve these goals, the Government of Saint Lucia seeks to engage a Consulting Firm to:

1. **Pioneer AI Policy and Law:** Develop Saint Lucia’s first national policy and legislative framework for Artificial Intelligence (AI), focusing on ethical deployment, innovation, and risk management.
2. **Establish Fintech & Sandbox Governance:** Create the legal and regulatory framework for the Fintech sector, including the establishment of a Regulatory Sandbox to allow for controlled financial innovation.

3. **Define Cloud & Data Embassy Frameworks:** Design the first ever legal and policy structures for Cloud computing and Data Embassies, enabling Saint Lucia to host sovereign data securely and negotiate data sharing treaties.
4. **Strengthen Cybersecurity and Computer Misuse Act and Digital Trust**
   Extensively revise the existing Computer Misuse Act to align with the Budapest Convention. Build a coherent cybersecurity governance model that complements existing computer misuse legislation and addresses prevention, detection, response, and enforcement.
5. **Draft Comprehensive Regulations:** Develop the first set of standards and guidelines required to operationalize these new policies across government and the private sector.
6. **Enable Safe Innovation and Digital Economic Growth:** Create enabling environments that support responsible innovation, digital financial services, and cloud adoption while safeguarding consumers, public institutions, and national interests.
7. **Ensure Alignment with International and Regional Standards**
   Align proposed frameworks with international norms, treaties, and best practices to support cross border cooperation, digital trade, and investor confidence.
8. **Conduct Strategic Consultations:** Facilitate expert led stakeholder engagement to build public trust and ensure the new laws are tailored to Saint Lucia's unique socio-economic context.

4. EXPECTED RESULTS

The consultancy is anticipated to yield the following results:

1. **Baseline Digital Governance Assessment**: A comprehensive assessment documenting Saint Lucia's current legal, policy, and institutional baseline in relation to AI, fintech, cloud and data embassies, and cybersecurity.
2. **National AI Governance Framework:** Saint Lucia's first national framework for AI governance, including policy principles, risk classification, ethical safeguards, accountability mechanisms, and guidance for public sector adoption.
3. **Foundational Fintech and Regulatory Sandbox Framework:** A first generation legal and regulatory framework enabling fintech innovation through a controlled sandbox environment, defining governance, supervisory roles, consumer safeguards, and risk controls.
4. **Cloud Computing and Data Embassy Governance Framework:** Saint Lucia's first national framework governing cloud adoption, data classification, cross border data storage, data sovereignty, data embassies, and resilience of government information systems.
5. **National Cybersecurity Governance Framework**: A comprehensive cybersecurity governance model that builds upon existing computer misuse legislation and introduces policy, institutional coordination, incident response, and critical infrastructure protection mechanisms.
6. **Draft Legal and Regulatory Instruments**: Draft legislation, regulations, policies, and guidelines required to operationalize the above frameworks.

7. **Regulatory Impact Assessments (RIAs)**: Evidence based assessments evaluating economic, institutional, and social impacts of proposed frameworks.
8. **Stakeholder Awareness and buy-in**: Increased understanding and acceptance among public and private stakeholders through structured consultations and validation processes.
9. **Improved Digital Trust and Readiness:** Enhanced national readiness to adopt emerging technologies while managing risks related to security, privacy, and financial integrity.
10. **Implementation Roadmap and Capacity Building Recommendations:** A clear, phased roadmap for implementation, including institutional roles, sequencing of reforms, and capacity building needs.
11. **Improved Trade Performance and Business Competitiveness:** Measurable improvements in trade performance metrics and competitiveness indices, reflecting the positive impact of the modernized legal framework on the business environment.
12. **Enhanced Interoperability**: Improved coordination and interoperability between government agencies and the private sector, facilitating data exchange, electronic transaction, operations and interactions.

5. SCOPE OF WORKS

Specific Tasks

The specific tasks related to this Consultancy shall be executed in three (3) phases:

Phase 1 - Project Initiation and Baseline Assessment

1. Conduct inception meetings with the Executing Agency and key stakeholders to:
    - Confirm objectives, scope, and governance arrangements;
    - Map relevant institutions and stakeholders;
    - Agree on methodology, timelines, and deliverables;
    - Identify risks and mitigation strategies.
    - Document all relevant details in an **inception report**.
2. **Baseline Assessment Report**: Prepare a Baseline Assessment Report outlining:
    - Existing legislation relevant to computer misuse and cybercrime;
    - Institutional mandates and regulatory capacities;
    - Gaps in governance for AI, fintech, cloud, data embassies, and cybersecurity.
3. **Global Benchmarking:** Research and present best-fit models for Saint Lucia from other Small Island Developing States (SIDS) and international leaders in AI and Fintech regulation.

Phase 2 – Gap Analysis, Regulatory Impact Assessment, and Legislative Brief

1. **Baseline Assessment:** Review the current blank slate environment for AI, Cloud, and Fintech, and the limitations of the existing Computer Misuse Act.
2. Conduct a comparative analysis against international and regional best practices to identify gaps and design options suitable for Saint Lucia’s legal and institutional context.

3. Draft Policy and Legislative Frameworks: Prepare draft frameworks for:
    - Artificial Intelligence governance;
    - Fintech innovation and regulatory sandbox operations;
    - Cloud computing and data embassies;
    - Cybersecurity governance, aligned with existing computer misuse legislation.
4. Regulatory Impact Assessments: Prepare RIAs for each proposed framework, assessing implications for government, industry, consumers, and enforcement agencies.
5. Stakeholder Consultations: Conduct consultations with policymakers, regulators, financial institutions, technology providers, law enforcement, and civil society, and prepare a Stakeholder Consultation Report.
6. **Presentation to Ministry**: Make a presentation to the Ministry of the Public Service (MPS) on the Draft Legislative Brief, Regulatory Impact Assessments, and Stakeholder Consultations Report.
7. **Incorporation of Feedback**: Incorporate all applicable comments and feedback from the Stakeholder Consultations and presentation to the MPS into the Legislative Brief.

Phase 3 – Legislation and Final Report

8. **Preparation of Draft Legal and Regulatory Instruments:** Develop draft legislation, regulations, policies, and guidelines required to operationalize:
    1. AI governance;
    2. Fintech and regulatory sandbox frameworks;
    3. Cloud and data embassy governance;
    4. Cybersecurity coordination and oversight mechanisms.
9. **Validation and Refinement**: Present draft instruments to stakeholders, incorporate feedback, and refine the frameworks accordingly.
10. **Final Framework Package and Roadmap**: Prepare a consolidated package comprising:
    1. Finalized legal and policy instruments;
    2. Implementation and sequencing roadmap;
    3. Institutional and capacity building recommendations.
11. **Final Report and Presentation**:

Deliver a Final Report summarizing activities, findings, outputs, recommendations, and lessons learned, and present the results to senior policymakers and stakeholders.

6. EXPECTED DELIVERABLES AND TIMELINES

The Consulting Firm will submit deliverables to the PIU in accordance with the following schedule. Note: Timelines have been adjusted to accommodate the technical depth of AI, Fintech, Cloud, and Cybersecurity frameworks.

No.	Deliverable	Timelines	Client Review (Days)	Payment	Report Details

PHASE 1	**Project Initiation**				
1	**Draft Inception Report:** Detailed work plan & methodology for AI, Fintech, Cloud/Data Embassies, and Cyber-oversight.	21 days after commencement	7	10%	MS Word/PDF + 2 Hard Copies
2	**Final Inception Report**	10 days after review	5	-	Electronic + Physical
PHASE 2	**Gap Analysis & Stakeholder Engagement**				
3	**Draft Gap Analysis Report:** Deep dive into current ETA, Data Protection, AI ethics, Sandbox legality, cybersecurity and Data Embassies.	60 days after Deliv. 2	15	-	Electronic + 1 Hard Copy
4	**Final Gap Analysis Report**	15 days after review	5	15%	Electronic + 1 Hard Copy
5	**Draft Legislative Brief & Strategy:** High level frameworks for AI Governance, Fintech Sandbox rules, cybersecurity and Data Embassy treaties.	45 days after Deliv. 4	14	-	Electronic + 1 Hard Copy
6	**Stakeholder Workshops:** Virtual/Hybrid sessions with Central Bank (Fintech), Security (Cyber), and ICT (Cloud).	21 days after Deliv. 5	5	-	PPT Presentations
7	**Detailed Consultation Report:** Feedback on AI risk levels, Sandbox entry criteria, and Cybersecurity coordination needs.	21 days after Deliv. 6	10	-	Electronic + 1 Hard Copy
8	**Regulatory Impact Assessment (RIA):** Economic/Legal impact of	30 days after Deliv. 7	14	20%	Electronic + 1 Hard Copy

	proposed AI and Cybersecurity regulations.				
9	**Final Legislative Brief:** The "Blueprint" for the new Laws/Amendments.	21 days after Deliv. 8	10	10%	MS Word/PDF + 2 Hard Copies
PHASE 3	**Drafting and Finalization**				
10	**First Draft Legislation & Regs:** Comprehensive drafts for (1) AI, (2) Fintech/Sandbox, (3) Data Embassy/Cloud, (4) Computer Misuse, (5) Cybersecurity.	75 days after Deliv. 9	25	-	Electronic + 1 Hard Copy
11	**Validation Presentation:** High level meeting with AG's Chambers, relevant Ministers, and Bar association.	21 days after Deliv. 10	10	15%	PPT Presentation
12	**Finalized Legislation & Regulations:** Polished legal instruments ready for Parliament/Gazetting.	45 days after Deliv. 11	20	25%	MS Word/PDF + 2 Hard Copies
13	**Final Project Completion Report**	21 days after Deliv. 12	10	5%	MS Word/PDF + 2 Hard Copies

7. DURATION

The consultancy is expected to be completed over 14-month period from contract signature.

8. EXPERTISE REQUIRED

The Consulting Firm will be expected to possess the following:

A. Experience and Qualifications of the Consulting Firm
The Consulting Firm shall demonstrate proven institutional experience in the following areas:

1. Specialized Experience in Emerging Technologies

Demonstrated experience in providing advisory, policy development, or legislative drafting services for **at least two (2)** of the following areas:

- **Artificial Intelligence (AI) Governance**
  Development of legal or policy frameworks addressing ethics, transparency, accountability, and risk-based regulatory models.
- **Financial Technology (Fintech)**
  Design or implementation of regulatory frameworks for regulatory sandboxes, virtual assets, digital financial services, or electronic payment systems.
- **Cloud Computing and Data Sovereignty**
  Advisory experience relating to data embassy arrangements, cloud-first policies, cross-border data flows, or government data hosting strategies.

2. Experience in Developing Country / SIDS Contexts

Demonstrated experience supporting digital transformation or regulatory reform initiatives in **developing countries or Small Island Developing States (SIDS)**, with an emphasis on:

- Institutional capacity constraints
- Proportionate, resource-appropriate regulation
- Public sector modernization

3. High-Level Stakeholder Engagement

Proven experience facilitating consultations and coordination with senior public- and private-sector stakeholders, including but not limited to:

- Central banks
- Telecommunications regulators
- Financial regulators
- National security or law enforcement agencies

4. Experience in CARICOM Jurisdictions

Practical experience in legislative drafting, policy reform, or regulatory advisory services within **Saint Lucia or another CARICOM jurisdiction**, with demonstrated understanding of:

- Regional legal traditions
- Parliamentary and regulatory processes
- Local institutional arrangements

5. Experience with Multilateral-Funded Projects

Working experience on projects financed by multilateral development partners such as the **World Bank, Caribbean Development Bank, United Nations**, or similar institutions, with familiarity with:

- Procurement and reporting requirements
- Quality assurance and deliverable acceptance standards

Skills and Competencies:

- Strong communication, analytical, and presentation skills to articulate complex legal information and proposed amendments to diverse audiences.
- Regulatory Impact Assessment expertise, including methodologies for assessing the impact of legislative changes on trade, ease of doing business, and sector competitiveness.
- Fluency in English, with the ability to produce clear, well-organized legislative briefs, regulations, and supporting documentation.

9. QUALIFICATIONS AND EXPERIENCE OF KEY EXPERTS

The Consulting Firm shall propose suitably qualified Key Experts who collectively possess the technical, legal, and regulatory expertise required to successfully deliver the assignment.

Evaluation at the Expression of Interest (EOI) stage shall be based solely on the experience and qualifications of the Consulting Firm, in accordance with the Quality Based Consultant Selection (QCBS) method under the World Bank Procurement Regulations for IPF Borrowers.

The qualifications and experience of Key Experts shall be reviewed and confirmed at the proposal and negotiation stage, and shall form part of the agreed implementation arrangements under the contract.

The Firm shall demonstrate access to experts with experience in the following indicative roles (or equivalent):

1. Digital Law and International Standards Expert (or equivalent)

- Advanced university degree (Master's level or higher) in Law, International Law, Technology Law, ICT Law, or a related discipline.

Experience

- At least 8–10 years of professional experience providing legal or regulatory advisory services related to digital technologies.
- Demonstrated experience drafting, reviewing, or applying legislation aligned with international digital legal standards, including but not limited to:
  - UNCITRAL Model Law on Electronic Commerce;
  - UNCITRAL Model Law on Electronic Signatures.
- Proven exposure to emerging artificial intelligence (AI) governance frameworks, such as:
  - OECD AI Principles;
  - EU AI Act concepts; or
  - Comparable international or regional AI policy instruments.

2. Financial Regulation / FinTech Legal Expert

Minimum Qualifications

- University degree (at least Bachelor's level) in Law, Economics, Finance, or a related field.
- Postgraduate qualification (Master's level) in Law, Finance, Economics, or Financial Regulation is an asset.
- Professional certification or formal training in financial regulation, financial crime compliance, or AML/CFT is an asset.
- Minimum 7–10 years of professional experience advising on financial sector regulation or FinTech-related legal frameworks.
- Demonstrated experience supporting the design or implementation of:
    - Regulatory sandboxes;
    - Limited or tiered licensing regimes; and/or
    - Legal frameworks governing digital financial services, payment systems, or electronic money.
- Practical knowledge of the interaction between innovation-enabling regulatory frameworks and AML/CFT obligations, including FATF-aligned requirements.

3. Data, Cloud, and Digital Infrastructure Law Expert

Minimum Qualifications

- Advanced university degree (Master's level or higher) in Law, ICT Policy, Information Systems, Cyber Law, or a related discipline.

Experience

- At least 7–10 years of professional experience providing legal or regulatory advisory services related to data governance, cloud computing, or digital infrastructure.
- Demonstrated experience advising on:
    - Data sovereignty and cross-border data governance arrangements;
    - Data embassy concepts or equivalent offshore government data hosting models.
- Proven understanding of legal issues relating to:
    - Sovereign immunity;
    - Jurisdictional control;
    - Physical and logical security of government data stored outside national territory.

4. Cybersecurity Law and Governance Expert

Minimum Qualifications

- University degree (at least Bachelor's level) in Law, Cybersecurity Policy, Information Security, ICT, or a related field.
- Postgraduate qualification (Master's level) in cybersecurity, information security, law, or public policy is an asset.
- Formal training or certification in cybersecurity governance or information security standards is an asset.

Experience

- Minimum 7 years of professional experience advising on cybersecurity-related legal and regulatory frameworks.
- Demonstrated familiarity with international cybersecurity standards and frameworks, including:
    - NIST Cybersecurity Framework;
    - ISO/IEC 27001 or equivalent standards.
- Practical experience supporting the development, review, or strengthening of:
    - National cybersecurity coordination mechanisms;
    - Legal frameworks for National CSIRTs;
    - Mandatory cyber incident or data breach notification regimes.

5. Digital Government Interoperability / E-Transactions Legal Expert

(This role may be combined with other expert roles)

Minimum Qualifications

- University degree (at least Bachelor's level) in Law, Public Policy, ICT, or a related discipline.
- Postgraduate qualification (Master's level) in Law, Public Policy, ICT, or Digital Government is an asset.

Experience

- At least 5–7 years of professional experience providing legal or policy advisory services related to digital government transformation.
- Demonstrated experience advising on:
    - Legal frameworks governing electronic transactions;
    - Data protection and data-sharing regimes;
    - Interoperability frameworks supporting integrated government services.
- Experience supporting or advising on "Once-Only" principles or similar digital government integration models will be considered an asset.

Team Composition Flexibility

The Consulting Firm may propose **a** single expert or multiple experts covering more than one role, provided that all required qualifications and experience are collectively met. Final team composition and individual experts will be evaluated at the proposal stage.

8. REPORTING

The Consulting Firm will:

- Report directly to the Project Manager of the Project Implementation Unit (PIU) within the Ministry of the Public Service.
- Work closely with the Division of Public Sector Modernization, the Attorney General's Chambers, and other key stakeholders as directed by the PIU to ensure the successful execution of the consultancy.

    - Facilitate effective communication and coordination among these entities to support the alignment of legal updates with the operational needs of the digiGov platform and related digital transformation efforts.

10. **RESPONSIBILITIES**

10.1 The Consulting Firm 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 Consulting Firm 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 The client will:

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

- Arrange interviews and provide the Consulting Firm 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.
- Designate a focal point within the PIU to guide the Consulting Firm, assisting in coordinating activities and providing direction as needed to ensure alignment with project objectives.

- Supply the Consulting Firm with all relevant and appropriate information necessary for the consultancy's successful execution, ensuring that the Consulting Firm has access to up-to-date data and resources.

Annex I

Acts which require consequential amendments to facilitate data exchange, electronic transaction, operations.

- Finance act – Payments, funds repatriation
- Customs and Excise – Declarations, good clearance
- E-Transactions act
- Data and Privacy protections act
- Computer misuse act
- Immigration act
- Labour code
- Any other act the Consulting Firm thinks is relevant for the assignment