



ORGANISATION OF EASTERN CARIBBEAN STATES
REQUEST FOR EXPRESSIONS OF INTEREST

Organisation of Eastern Caribbean States
Caribbean Digital Transformation Project (CARDTP)

Grant No.: IDA – D6520

Assignment Title: Consulting Services to Support Development of the Payment Systems Strategy

Reference No.: *LC-OECS COMMISSION-229158-CS-INDV*

The Organisation of Eastern Caribbean States (OECS) Commission has received funding from the World Bank toward the cost of the Caribbean Digital Transformation Project (CARDTP), and intends to apply part of the proceeds for Consulting Services to Support Development of the Payment Systems Strategy.

The consulting services (“the Services”) include designing a modern Payment System Strategy for the Eastern Caribbean Currency Union based on the policy recommendations approved by the Eastern Caribbean Central Bank. The Strategy will include, a comprehensive risk management framework to address the handling of the risks that currently exist and has the potential to surface given the development taking place. The assignment is expected to be undertaken during the period June 2021 to November 2021.

The OECS now invites eligible Individual Consultants (“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 minimum required qualifications and experience are listed in section 5 of the Terms of Reference (TOR) below. The details of the services required are available in the TOR which is available on the official website: www.oecs.org.

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” July 2016 and revised in November 2017 and August 2018 (‘Procurement Regulations’), setting forth the World Bank’s policy on conflict of interest.

Individual Consultants wishing to signify their interest in undertaking the prescribed services are to submit an Expression of Interest providing information demonstrating that they have the required qualifications and relevant experience to perform the services (*Curriculum Vitae, description of similar assignments, etc*)

Expressions of Interest can be submitted via email.

For more information or to submit Expressions of Interest, please contact:

Jenna Flavien
Procurement Officer
OECS Commission Morne Fortuné
P.O. Box 1383
Castries
Saint Lucia
Telephone: 758-455-6424
Email: *procurement@oecs.int*

Copied to:

1. Mrs. Jacqueline Emmanuel Flood, *jacqueline.flood@oecs.int*
2. Mr. Imran Williams, *imran.williams@oecs.int*

An Individual Consultant will be selected in accordance with the World Bank's Selection set out in the Procurement Regulations dated July 2016 and revised in November 2017 and August 2018.

Expressions of Interest will be evaluated and the Individual Consultant with the most relevant experience and qualifications will be selected and requested to submit a proposal which will be the basis for negotiations leading to a contract.

An electronic copy of Expressions of Interest are to reach the OECS Commission by **April 30, 2021** addressed to:

Ms. Jenna Flavien, Procurement Officer

At the following email address:

procurement@oecs.int

copied to imran.williams@oecs.int

The email submissions should include the name and address of the Consultant and shall be clearly marked in the subject line as "**Expression of Interest – Consulting Services to Support Development of the Payment Systems Strategy**".

The Terms of Reference for this consultancy is provided below.

Caribbean Digital Transformation Project

IDA – D6520

Scope of Services
Terms of Reference

Consulting Services to Support Development of the Payment Systems
Strategy

April 2021

1. Background

1.1 The OECS Commission and the Governments of Grenada, Dominica, Saint Lucia, and St. Vincent and the Grenadines are implementing a digital transformation project, financed by the World Bank Group. The Caribbean Digital Transformation Project (called “project” going forth) comprises four components that address key bottlenecks and harness opportunities to develop the Eastern Caribbean Digital Economy as a driver of growth, job creation and improved service delivery. It aims to ensure that every individual and business within the region is empowered with the access to broadband, digital financial services, and skills needed to actively participate in an increasingly digital marketplace and society. It leverages public sector modernization and digitization to improve service delivery and to drive creation of a digital culture across the region. To support the improved management of digital risks, the project will bolster cybersecurity policy, capacity, and planning tools in the region. It will facilitate technology adoption to improve productivity of flagship industries and create demand for digitally enabled jobs. It aims to foster regional integration and cooperation to capture the economies of scale and scope required to increase impact and value for money of the project interventions and to create a more competitive, seamless regional digital market to attract investment and provide room for growth of digital firms.

1.2 One component of the project focuses on Digital Financial Services (DFS). This sub-component supports, under the technical leadership of the Eastern Caribbean Central Bank (ECCB), the modernization of the policy, legal and regulatory frameworks and underlying payment infrastructure currently holding back innovators within the Eastern Caribbean Currency Union (ECCU) from rolling out new non-bank digital payment products and services and preventing merchants, governments and individuals from more routinely utilizing digital forms of payment.

1.3 An important aspect of the Digital Financial Services component is the development of an overarching Payment System Strategy for the region. In developing this strategy effort will be geared at crafting a vision for the payment

system in the ECCU that will take into consideration the accelerated developments occurring as a result of technology. The strategy is also expected to assist in providing a mechanism in which the vision can be formulated and accepted by all stakeholders.

1.4 Public policy objectives should underline the development of the principles that should be accommodated in the development of the strategy. Therefore, the principles should promote a safe and efficient payment system and in the process the stability of the financial system. Accordingly, the Payment System strategy is expected to identify and indicate the fundamental principles governing payment system which must be taken into consideration when undertaking payment system development

1.5 The Payment System Strategy will be expected to identify the critical success factors against which the success of any payment system can be measured. This aspect should focus on the developments currently taking place in the payment system with respect to the e-repayments/digital payments and level of adherence to the core principles. The strategy should also identify the actions that can and should be taken to upgrade the current payment system to a more developed and relevant one.

2. Objective

The consultant is expected to assist in designing a modern Payment System Strategy for the Eastern Caribbean Currency Union based on the policy recommendations approved by the Eastern Caribbean Central Bank. This will include, a comprehensive risk management framework to address the handling of the risks that currently exist and has the potential to surface given the development taking place.

3. Scope of Work

Draft a comprehensive Payment System Strategy. The Strategy document should focus on both, retail and large value payment systems as well as payment system oversight. It should describe the current status, identify bottlenecks, risks and opportunities, and put forward a concrete action plan. Some of the aspects that the strategy would have to include:

- Financial inclusion and financial education;
- Legal/regulatory framework (incl. development of regional/national level harmonisation in respect of the licensing of non-bank payment system providers)
- Oversight (incl. identifying oversight functions for payment system providers, onsite and offsite)
- Risk management framework including regulations and governance.
- Infrastructure and interoperability;
- Interlinkages of payments and FinTech market innovations;
- Prominent use cases such as government payments, international remittances, e-commerce.

The Consultant is expected co-ordinate and discuss with the ECCB, the World Bank and other identified stakeholders to invite feedback and ensure consistency with policy recommendations. Also the strategy document needs to ensure alignment with the Vision and Modernization Plan for the Payment System in the ECCU (prepared by the ECCB) and which will be shared with the Consultant.

4. Assignment duration and deliverable schedule

The assignment is expected to be undertaken within a 6-month period June 2021 to November 2021.

Deliverable	Final Output due at end of month
Output 1: Inception meeting report, including work plan and schedule	Three weeks (3) following signing of the Contract
Output 2: Draft Payment Systems Strategy	Month 3
Output 3: Final Payment Systems Strategy	Month 4.5

5. Selection Requirements

The OECS seeks the services of an Individual Consultant who has the capability necessary to undertake the assignment and has a successful performance history in that area. The Consultant is expected to have the skills and expertise to successfully perform the required tasks. The consultant needs to fulfill the following requirements for qualifications and experience:

Academic Qualifications

- a. At least a Bachelor's Degree in Law/Economics/Finance or a related field. A Master's Degree in the aforementioned area will be an asset.

Experience, Knowledge and Skills

- b. At least five (5) years of work experience in the area of payment systems as well as accompanying regulations with a central bank or international financial institutions
- c. Demonstrated prior experience in designing and/or implementing payment system strategies
- d. Proven experience with the application of the Principles for Financial Market Infrastructures
- e. Demonstrated knowledge and understanding of the Retail and large Value Payments, Payment System Accounting, Settlement, Clearing as well as RTGS, SWIFT, ACH and other new payment system technologies
- f. Be familiar with the issues and challenges of developing a payment system in a developing country.
- g. Excellent written English communication skills and proven experience with preparing technical and analytical reports. Ability to work independently, manage competing priorities and perform well under pressure;
- h. Excellent presentation skills including the ability to present technical materials to a mixed audience in a very clear and concise manner.