

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS

Title:	Inter-Ministerial Coordination Framework Review – Social Protection, Health, and Education Digital Transformation
Duration:	4 Months (Remote)
Estimated Start Date:	July 2026
Duty Station:	Kingston, Jamaica
Reporting to:	Social Policy Unit

BACKGROUND & ORGANIZATIONAL CONTEXT

The Government of Jamaica, through the Ministry of Labour and Social Security (MLSS), Ministry of Health and Wellness (MOHW), and Ministry of Education, Skills, Youth and Information (MOESYI), is implementing the SDG Joint Programme on Digital Transformation for Education. Inter alia, this initiative supports vulnerable households, particularly children enrolled in the Programme of Advancement Through Health and Education (PATH), by leveraging digital systems to improve health, education, and social outcomes.

Currently, coordination across ministries remains fragmented due to siloed data systems (BMIS, EMIS, health records), limited interoperability, and unclear governance structures. UNICEF Jamaica, in partnership with other United Nations agencies, seeks to strengthen inter-ministerial coordination by developing a functional framework that promotes data integration, accountability, and evidence-based decision-making.

UNICEF has been a consistent partner in advancing digital transformation in Jamaica, supporting previous SDG Joint Programmes that focused on strengthening data systems for social protection, education, and child well-being. These efforts have included technical assistance for the modernization of the Social Protection System, capacity building for data-driven decision-making, and initiatives to enhance interoperability between education and health platforms. UNICEF's engagement reflects its commitment to leveraging digital innovation as a catalyst for inclusive, equitable, and sustainable development outcomes for children and families in Jamaica.

PURPOSE OF ASSIGNMENT

This consultancy directly supports the SDG Joint Programme milestone: Assessment of existing inter-ministerial coordination mechanisms and recommendation of a functional and effective coordination framework.

The consultant will assess existing inter-ministerial coordination mechanisms and design a functional framework to enable integrated service delivery across the Ministry of Labour and Social Security (MLSS), the Ministry of Health and Wellness (MOHW), and the Ministry of Education and Youth (MOEY). This framework will strengthen collaboration in social protection, health, and education, ensuring that vulnerable households—particularly children enrolled in the Programme of Advancement Through Health and Education (PATH)—benefit from more integrated, efficient, and responsive services. The assignment will also examine how strengthened data integration can support school-based programmes, such as the School Feeding Programme, in line with the SDG Joint Programme's emphasis on improving education and nutrition outcomes for vulnerable children.

This work will contribute to enhanced child well-being outcomes – including school readiness, attendance, nutrition, and health status – consistent with Vision 2030 Jamaica and the SDGs (3, 4, and 17)."

MAIN DUTIES AND RESPONSIBILITIES

The consultant will:

Assessment of Current Mechanisms

1. Review existing coordination structures among MLSS, MOHW, and MOESYI.
2. Identify gaps in system integration, governance, and policy alignment.

Evaluation of Data Support Mechanisms

- a. Analyze current tools and processes for data collection, analysis, and usage in decision-making.
- b. Recommend enhancements for data-driven planning and monitoring.

Development of Integration Procedures

- a. Propose procedures for syncing BMIS, EMIS, and health information systems.
- b. Provide guidance on deployment of digital tools for field-level data capture and monitoring.
- c. Ensure special emphasis on the synchronization of EMIS with BMIS and MOHW health information platforms, reflecting the Joint Programme's priority on integrated education-health-social protection data systems

Framework Design

- a. Draft a functional inter-ministerial coordination framework, including governance structures, accountability mechanisms, and standardized data-sharing protocols.
- b. Facilitate stakeholder consultations to validate findings and build consensus across the MLSS, MOESYI, MOHW

Capacity Building & Knowledge Transfer

- d. Provide technical documentation and recommendations to strengthen institutional capacity for ongoing collaboration.

EXPECTED RESULTS

The consultancy will culminate in a comprehensive report that paints a clear picture of Jamaica’s current inter-ministerial coordination landscape. This report will highlight the existing gaps and challenges that hinder effective collaboration among the Ministry of Labour and Social Security, the Ministry of Health and Wellness, and the Ministry of Education and Youth. By documenting these barriers, the report will provide the evidence base needed to drive reform.

Building on this analysis, the consultant will deliver a set of actionable recommendations designed to strengthen collaboration across ministries. These recommendations will be practical, contextually relevant, and aligned with international best practices, ensuring that they can be implemented to improve service delivery for vulnerable populations, particularly children enrolled in PATH.

At the heart of the assignment will be the design of a proposed framework for effective coordination and data integration. This framework will establish governance structures, accountability mechanisms, and standardized data-sharing protocols that enable ministries to work together seamlessly. It will serve as a blueprint for how Jamaica can move from fragmented systems to a unified, client-centered approach.

The consultancy will also contribute to enhancing the capacity for data-driven decision-making across ministries. By strengthening tools, processes, and institutional arrangements, the work will empower policymakers and practitioners to use integrated data to inform planning, monitor progress, and tailor interventions more effectively.

Finally, the consultant will produce technical documentation—including standard operating procedures, governance protocols, and integration guidelines—that will serve as a practical resource for ministries. These documents will ensure that the framework is not only conceptual but also operational, providing clear guidance for implementation and sustainability.

Deliverables Schedule

Deliverable	Deliverable Date	Percentage Payment	USD Amount	JMD Equivalent
1. Inception Report – outlining methodology, work plan, and stakeholder engagement strategy	July 24, 2026	10%	USD 5,500	JMD 863,720
2. Assessment Report – comprehensive analysis of current coordination gaps and challenges across MLSS, MOHW, and MOESYI				
a. Stakeholder Focus Group Sessions – organize and facilitate at least two multi-stakeholder focus groups to gather insights, validate findings, and build consensus	August 21, 2026	25%	USD 13,750	JMD 2,159,300
3. Draft Framework – proposed inter-ministerial coordination and data integration framework, including governance structures and data-sharing protocols	September 18, 2026	30%	USD 16,500	JMD 2,570,160
a. Focus Group Report – summary of discussions, perspectives, and recommendations integrated into the final framework				
4. Final Framework & Technical Documentation – finalized framework incorporating stakeholder feedback, plus SOPs, governance protocols, and integration guidelines	November 7, 2026	35%	USD 19,250	JMD 3,020,120

Minimum Requirements and Qualifications	
Education	Advanced university degree (Master’s or higher) in Public Policy, Social Protection, Digital Governance, Information Systems, or related field.
Work Experience	<ul style="list-style-type: none"> At least 7–10 years of professional experience in governance procedures frameworks, or social protection systems. Proven track record in digital transformation projects, particularly in education, health, or social protection sectors. Experience working with UN agencies, governments, or international development organizations. Demonstrated expertise in data systems integration, interoperability, and digital governance. Prior experience in stakeholder engagement and facilitation of multi-sectoral consultations.
Languages	Fluency in English is required <i>*Please note language levels used in UNICEF are fluent, proficient, intermediate, and basic.</i>
Technical knowledge	<ul style="list-style-type: none"> Strong understanding of social protection programmes (e.g., PATH) and their digital management systems. Knowledge of Education Management Information Systems (EMIS) and health data platforms. Familiarity with international best practices in governance, accountability, and data-sharing protocols. Excellent analytical, writing, and communication skills. Ability to work remotely and independently, delivering outputs within agreed timelines.

- All applications will be evaluated based on 65 points for technical - (knowledge /expertise /skills) and 35 points for financial submissions.

Acronyms and Full Forms

SDG – Sustainable Development Goals

JP – Joint Programme

MLSS – Ministry of Labour and Social Security

MOHW – Ministry of Health and Wellness

MOESYI – Ministry of Education, Skill, Youth and Information (earlier designation, sometimes used interchangeably with MOE)

PATH – Programme of Advancement Through Health and Education

BMIS – Beneficiary Management Information System

EMIS – Education Management Information System

SOPs – Standard Operating Procedures

UNICEF – United Nations Children’s Fund

UN – United Nations

Child Safeguarding
Is this project/assignment considered as “ Elevated Risk Role ” from a child safeguarding perspective?
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <i>If yes, check all that apply</i>
Direct Contact Role
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <i>If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:</i>

Child Data Role	
<input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos):
More information is available in the Child Safeguarding SharePoint and Child Safeguarding FAQs and Updates	

Budget/ costs indicated are estimated. Final rate shall follow the “best value for money” principle, i.e., achieving the desired outcome at the lowest possible fee. Consultants will be asked to stipulate all-inclusive fees, including lump sum travel and subsistence costs, as applicable.

Payment of professional fees will be based on submission of agreed deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the contractor.

Individuals engaged under a consultancy will not be considered staff members under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.

Travel will be covered by UNICEF as per policy.

- Travel costs will be estimated and added to the contract once they are determined based on UNICEF Financial Rules and Regulations.
- For agreed country visits, the contractor/consultant will be responsible in administering their own travel. UNICEF will reimburse travel related expenses based on actual costs or on the below criteria whichever is lower and upon presentation of receipts.
- Any travel involved should be budgeted according to UN Travel Standards as a ceiling.
- [UN Secretariat Administrative Instruction on Official Travel, ST/AI/2013/3](#): Sect. 4, para. 4.2, numerals (d) and (e)

For information on Daily Subsistence Allowance (DSA), can be found on the [International Civil Service Commission website](#) (all countries and destinations can be found by navigating on the