

HUMAN DEVELOPMENT SERVICE DELIVERY PROJECT

Terms of Reference Consultancy for SVG-HDSD-CS-INDV-7A

CONSULTANCY FOR BUSINESS PROCESS REVIEW, DESIGN AND REQUIREMENTS DEFINITION OF THE SOCIAL ASSISTANCE MANAGEMENT INFORMATION SYSTEM (SAMIS)

1. INTRODUCTION

1.1 The Government of St. Vincent and the Grenadines (GOSVG) has received funding from the World Bank (WB) towards the implementation of the Human Development Service Delivery (HDSD) Project. The project is designed to strengthen the quality-of-service delivery in education, improve the efficiency of social protection systems, and improve the effectiveness of labour market systems. The project is implemented by the Ministry of Finance, Economic Planning, Sustainable Development, and Information Technology (MoFEP). The other participating ministries are the Ministry of National Mobilization, Social Development, Family, Gender Affairs, Persons with Disabilities and Youth (MoNM), the Ministry of Agriculture, Forestry, Fisheries, Rural Transformation, Industry and Labour, and the Ministry of Education, National Reconciliation and Ecclesiastical Affairs.

1.2 The project is structured around the four following components:

- Component 1 - Strengthening Pedagogy for Basic and Special Needs Education
- Component 2 - Building Responsive Social Protection Service Delivery Systems
- Component 3 - Strengthening Labour Market Systems and Improving Skills
Training of Poor and Vulnerable Populations
- Component 4 - Project Implementation, Monitoring and Evaluation

1.3 **The Human Development Service Delivery Project's (HSDP) sub-component 2.2 (Support in Strengthening the SP System)** aims at improvement of service delivery instruments, processes and capacity in the Ministry of National Mobilization, Social Development, the Family, Gender Affairs, Persons with Disabilities and Youth (MoNM). The activities supported under this Sub-component will be primarily focused on strengthening the Public Assistance (PA) programme and its associated

benefits to improve efficiency and reduce duplication inherent in the PA program. The Sub-component will finance the design, development and implementation of a beneficiary registry linked to a new Social Assistance Management Information System (SAMIS), improved payment system, institutional assessment, capacity building, knowledge exchange and training to MoNM staff, strengthened operational procedures, and better monitoring and evaluation (M&E), as well as improved public communication and beneficiary education. With these improvements, MoNM will be better able to provide tailored support to PA households with clear rules for regular and emergency-related support. The improvements are expected to result in efficiency gains while providing a roadmap for a more integrated approach to supporting poor households in the medium term.

1.4 The implementation of a SAMIS will support the management and administration of all PA benefits, providing a single data repository that will have two purposes: (i) to serve as a proper Central Social Registry (CSR) that will be used to support intake, enrolment, and referral processes for social safety nets, and (ii) to serve as operational Beneficiary Registry for administration of specific benefits.

1.5 The CSR will be populated with information from existing Public Assistance beneficiaries. Once fully operational, the SAMIS will allow continuous registration potential beneficiaries. The CSR will therefore store vital information on both the poorest households and those most vulnerable to the effects of natural disasters. The CSR will facilitate fast identification of priority households before and after disaster events, while both registries will facilitate reducing duplication in the receipt of benefits within households, and improved referral processes for better linkages to complementary programs and services for poor and vulnerable households.

1.6 The SAMIS business modules (that will support PA delivery chain) will use a Beneficiary Registry. It will be integrated with the CSR allowing direct use of the records from the CRS, but with additional data fields needed for the specific benefits administration (from the technical point of view, the CSR and Beneficiary Registry are only different logical views of the same database). The Beneficiary Registry will contain operational data on the status of the individual benefit management records allowing automatization of business processes in PA delivery chain. Additionally, a Beneficiary Registry for all Public Assistance benefits will facilitate improved monitoring of PA beneficiaries.

1.7 The HDSDP's mandate currently runs until July 2022 and it is critical that the SAMIS be fully operational before this milestone. In order to meet this timeline it has been agreed that SAMIS will be based on a commercially available solution. Activities under this component will include the selection of a packaged software that best addresses the

current and anticipated needs of the PA Unit, implementation of this software (with the appropriate data creation/migration) as well as the supporting infrastructure, and the operationalisation of SAMIS.

1.8 This consultancy will conduct a review of the current PA business processes (including but not limited to outreach, intake, registration, application, cross-checks, eligibility determination, verification/validation, benefit calculation, notification, payments, monitoring and evaluation, grievance procedure, etc. as illustrated in the World Bank reference model in Appendix I), draft recommendations for the re-engineering of the processes on the basis of modern best practices and document the functional requirements of software that would be needed to support the new processes (SAMIS). See Appendix II for additional background on the agency where SAMIS will be initially implemented.

2. OBJECTIVES OF THE CONSULTANCY

2.1 This consultancy will lay the groundwork for the selection of a commercial off the shelf (CoTS) solution that will fulfil the functionals of SAMIS as defined at a high level in the preceding section. More specifically, the objectives of the assignment are to provide the following technical services:

2.1.1 Map and document the current processes (to produce an 'As-Is' Study).

2.1.2 Make recommendations on how best processes can be reengineered, such as through streamlining/improving/simplifying current processes (produce a 'To-Be' study) to ensure processes/services can be accessed through an online platform.

2.1.3 Define the functional requirements of the online platform to support the 'To-Be' business processes.

3 SCOPE OF WORK

3.1. Perform a comprehensive review of the processes for the PA Unit that will constitute an 'As-Is' Study producing visual and written documentation noting:

3.1.1. Key steps/activities.

3.1.2. Dependencies with other processes in the agency or across agencies.

3.1.3. Documents consumed or produced by the processes.

- 3.1.4. Roles, responsibilities, and skills of the staff responsible for execution of the processes.
- 3.1.5. Transaction volumes and cycle times for completion.
- 3.1.6. Key bottlenecks.
- 3.1.7. Associated risks and issues.
- 3.1.8. Legislative support or requirements affecting execution.
- 3.1.9. Opportunities for improvement.
- 3.1.10. Target outcomes of the process.

3.2. Produce a 'To-Be' Study that make recommendations on how best processes can be reengineered, such as through streamlining/improving/simplifying current processes to ensure processes/services delivery is enhanced and can be accessed through an online platform. The output is expected to conform with internationally accepted standards for the documentation of business processes. The expected standards are to be agreed prior to the start of the project. Output will include:

- 3.2.1. Revised process maps.
- 3.2.2. Explainers on the key changes, their rationale and impact.
- 3.2.3. Expected performance improvements and other benefits.
- 3.2.4. Assumptions that underlie the design of the new processes.
- 3.2.5. Revised high-level staff roles and responsibilities.
- 3.2.6. Impact on organisational design and governance.
- 3.2.7. Skill or resource gaps that the Unit will/may face with implementation.
- 3.2.8. Guidance on legislative support that will be needed to effect change.
- 3.2.9. Interdependencies with other processes/units/agencies that may be affected.

3.3. Compile the functional requirements for the software needed to support the functionality defined in the 'To-Be' Study that will include:

- 3.3.1. Business requirements for the operations of the PA Unit
- 3.3.2. Business Rules
- 3.3.3. Transaction corrections, adjustments and cancellations
- 3.3.4. Administrative functions

- 3.3.5. Authentication
- 3.3.6. Authorization levels
- 3.3.7. Audit Tracking
- 3.3.8. External Interfaces
- 3.3.9. Reporting Requirement

3.4. Participate in a validation workshop(s) for the 'As-Is', 'To-Be' studies and the SAMIS Functional Requirements.

4 DELIVERABLES

4.1 Inception Report and Timeline for execution of all relevant activities outlining the various, activities, and timelines for completion of the consultancy.

4.2 'As-Is' Study incorporating a review of the processes for the PA Unit as defined in section 3.1.

4.3 'To-Be' Study defining the logical proposed Operating Model as defined in section 3.2.

4.4 Functional Requirements for the software needed to support the proposed 'To-Be' operational design as agreed, included but not limited to the scope defined in section 3.3.

4.5 Submission of a Final Report on the consultancy which should show the activities undertaken, successes, challenges, results (planned and unplanned), lessons identified and recommendations on how to address those lessons and the final approved versions of the 'As-Is', 'To-Be' and Functional Requirements reflecting feedback from the validation workshop(s).

5 CHARACTERISTICS OF THE CONSULTANT

Type of Consultancy:	Individual
Procurement Method:	Individual Consultant Selection
Length and Duration:	The consultant will be contracted for a period two (2) months commencing October 2021 until November 2021.

Place of work:	St. Vincent and the Grenadines
Qualifications and experience:	<p>The Consultant shall at a minimum, possess the following qualifications and experience:</p> <ul style="list-style-type: none"> • Experience in business process reengineering demonstrating clear competence with at least 10 years' experience. • Minimum of 4 years' experience developing/implementing solutions for Government agencies. • Minimum of 4 years' experience in implementing Change Management programs for Government agencies. • At least 4 years' experience in monitoring, reporting, development, and coordination of projects in either public or private sector organizations. • Working knowledge of social protection systems and their administration. • Second degree (Masters level) in Government/Public Policy, Engineering, Business Administration, Information Technology, or the equivalent.
Assets and capabilities	<ul style="list-style-type: none"> • Experience in networking with partners at all levels (ministry, donors, private sector, NGOs and local community-based organisations). • Excellent written and spoken communication skills. • Fluency in English (verbal and written) is required. • Demonstrated analytical, presentation, reporting and computing skills and familiarity with modern communication systems (internet, worldwide web, email etc.), and project management software. • Strong management skills including ability to provide strategic guidance, technical oversight, build strong teams, mentor staff, develop workplans, and manage budgets and project expenditures. • Excellent interpersonal skills.

6. INPUTS BY THE CLIENT

6.1 The MoNM and ITSD will provide the consultant with all relevant documentation and resources to facilitate the completion of the consultancy, as well as facilitate access to relevant members of staff and management as well as any other stakeholders that may be

identified.

6.2 MoNM will provide office space to the consultant to carry out the tasks if necessary.

7. REPORTING/ SUPERVISION

7.1. The SAMIS Project Officer will have general oversight of the consultant's work.

7.2 The Consultant will coordinate and work closely with the designated officers of the MoNM and ITSD to carry out the functions under this ToR.

7.3 All deliverables shall be submitted to the SAMIS Project Officer, designated officers of the MoNM and ITSD and the HDSD Project Coordinator for review and approval.

8. COMPENSATION

8.1 The Consultant will be paid commensurate with the services provided.

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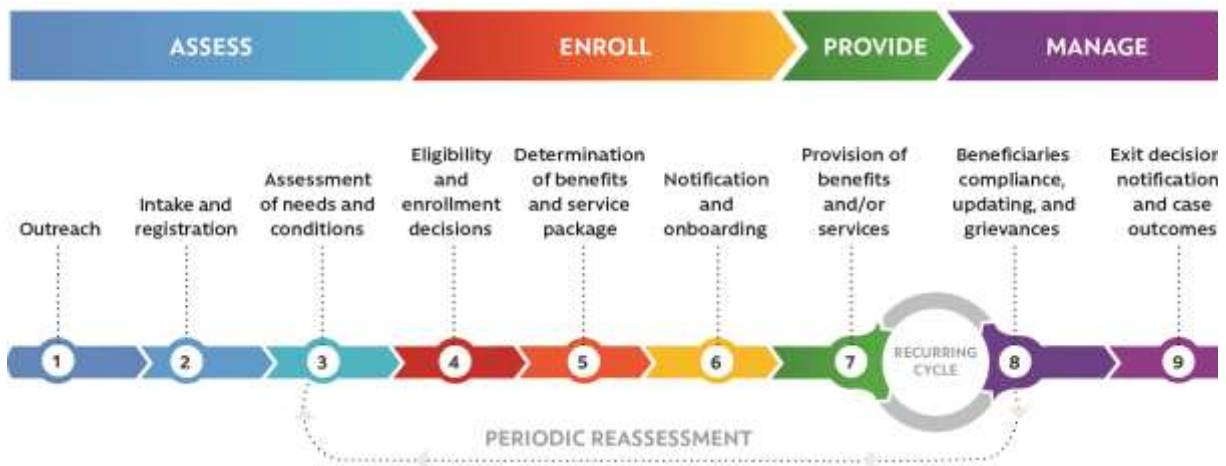
Deliverable	Timeline for submission of Deliverable	Payment Schedule
Submission and Approval of Deliverable 4.1	To be submitted at one (1) week after contract signing	10% of contract amount
Submission and Approval of Deliverables 4.2 and 4.3	To be submitted at the end of Month 1	25% of the contract amount
Submission and Approval of Deliverable 4.4	To be submitted two weeks after prior Deliverable	30% of contract amount
Submission and Approval of Deliverable 4.5	To be submitted by the end of Month 2	35% of contract amount

9. CONFIDENTIALITY

9.1 The consultant shall maintain full confidentiality of all documentation and discretion in the dissemination of results. The consultant may not utilise, without prior approval from the MoNM or any other related Ministry or Agency, the information for

presentations or studies related to this consultancy.

Appendix I – World Bank Reference Model for Public Assistance



The implemented solution (encompassing software, processes and operations) would:

- need some sort of **outreach** to promote awareness and understanding among the intended population.
- involve some form of **intake and registration**, to gather information on people's characteristics, needs, and conditions.
- undertake some type of **assessment** to profile those characteristics, needs, and conditions.
- use those profiles to determine potential **eligibility**, assign the appropriate level of **benefits and services**, take **enrollment decisions**, and **notify and onboard** beneficiaries.
- **provide** enrolled beneficiaries with the intervention, which may involve **payment of cash benefits** and/or the **provision of services**, which can vary depending on the nature of the specific service.
- involve **beneficiary operations management**, which includes verifying **compliance** with keeping **data** up to date, managing **grievances**, reassessment and decisions on **exit**.

Source: Lindert, Kathy; Karippacheril, Tina George; Rodriguez Caillava, Inés; Nishikawa Chavez, Kenichi. 2020. *Sourcebook on the Foundations of Social Protection Delivery Systems*. Washington, DC: World Bank.

Appendix II – Overview of the Public Assistance Unit

There are currently twenty (20) employees of the Public Assistance Unit (PAU) deployed across the country across the following categories of staff:

Category	Staff Count
Social Worker	2
Counsellor	1
Case Worker & Assigned to Case Work	9
Administrative Permanent & Assigned	8

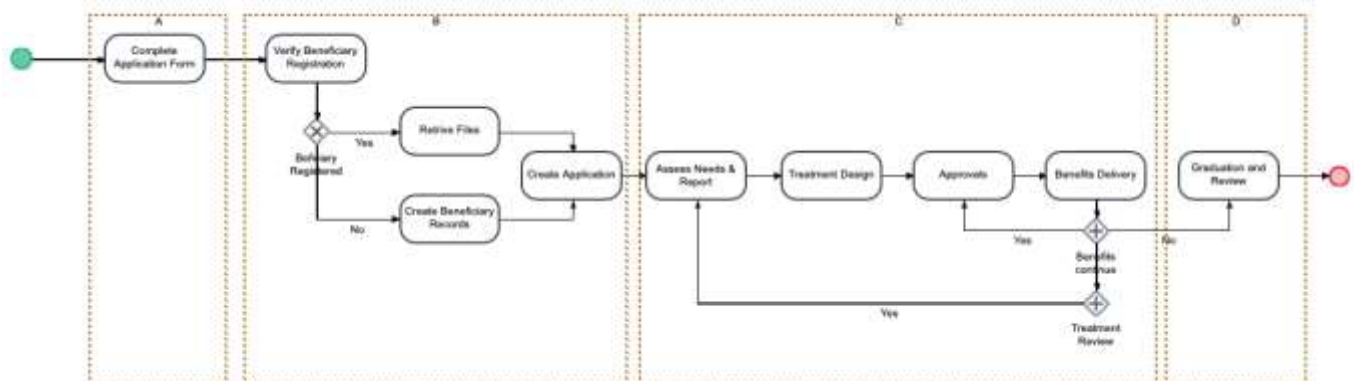
Public Assistance covers three broad categories of response:

- Vulnerability Grant /Poor Relief,
- Emergency Grant /Immediate Assistance and
- Family Support Grant/Monthly Assistance

All are managed by the Social Protection Division of the MoNM and are supported by a variety of systems and interfaces (manual and computerised) with other state agencies.

Operations

The diagram below provides a high-level view of the operations of the Unit from registration through to graduation and the accompanying table provides an overview of the key applications/systems in use to support the various stages in the process, key challenges, and the stakeholders.



	Outcomes	Solutions in use by PAU	Challenges	Stakeholders
A	Capture information on beneficiaries	Google Docs and paper forms	Identifying candidates for assistance	Community based organizations
B	Verification of beneficiaries	Poor Relief System, Family Support	Data quality, manual searching, registries, multiple synergy	Electoral Office, NIS, ITSD, Registry Office, Central

	Outcomes	Solutions in use by PAU	Challenges	Stakeholders
			between programs	Statistics Office
C	Delivery of targeted assistance (financial and otherwise)	Poor Relief System, Family Support	Manual disbursement of payments, monitoring & evaluation, accountability, timeliness	Accountant General, Ministry of Health, Ministry of Education, Office of the Prime Minister, Zero Hunger Trust Fund
D	Graduation of beneficiaries from program and outcomes reporting	Poor Relief System, Family Support	Tracking outcomes, managing for results, aggregation & reporting, timelines	Funding agencies, Parliament, OECS

Interoperability

Currently the systems and processes of the PAU interact with four (4) other agencies of the government. Currently many of these interactions require some form of manual intervention but it is anticipated that SAMIS will automate many of these interactions once the target systems in the target agencies are able to accept such connections.

