

HUMAN DEVELOPMENT SERVICE DELIVERY PROJECT

Terms of Reference Consultancy for SVG-HDSD-CS-INDV-67A

PROJECT OFFICER FOR THE REVIEW, DESIGN AND DEVELOPMENT 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 (HSDSP) *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 targeting system; 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 This consultancy will focus on the design, development and implementation of an Social Assistance Management Information System (SAMIS) to support the management and administration of all PA benefits, which will be a single data repository, but will have two-fold purpose: (i) to serve as proper Central Social Registry (CSR) that will be used to support intake, enrollment 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 initially populated through the assessment of existing Public Assistance beneficiaries using the revised targeting instrument. A second phase of populating the registry will include a survey sweep of priority communities described under the targeting system above. Once fully operational, the SAMIS will allow continuous registration of the poor thus eliminating the need for survey-based data collection. 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. At the end of the Project, at least 3,000 households from the pre-identified priority districts are to have complete information stored in the CSR.

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 system design will be based on a business process review financed by the Project. Expected improvements include strengthening the supporting software architecture for PA, and ensuring modules are capable of supporting all stages of the program implementation cycle and related business processes (outreach, intake, registration, application, cross-checks,

eligibility determination, verification/validation, benefit calculation, notification, payments, monitoring and evaluation, grievance procedure, etc.). The system design will be focused not only to information system design, but also the re-design of business processes, including changes in organizational set-up, changes in regulations, rulebooks, operational manuals, etc. The SAMIS will allow interfaces for automatic connection to external registries for the purpose of cross-checks. The Project will finance software development and related training, testing and deployment of the system. The Sub-component will also finance the purchase of hardware and other equipment for the MIS. The MoNM will be supported by the Information Technology Services Department (ITSD) to manage the system, including troubleshooting of technical glitches and training of staff. This model of delivery will also ensure sustainability of the system's administration.

1.8 To prevent unnecessary delays in bringing the re-designed SAMIS to full and effective functionality, and to ensure that the consultants working on SAMIS are held accountable for delivering quality results, the HSD Project will finance the contracting of a SAMIS Project Officer to work closely with the ITSD and MoNM, and lead the implementation process. The SAMIS Project Officer will be responsible for the management of all crucial activities relating to the system's design, development and roll out. The SAMIS Project Officer will oversee consultants contracted to design and develop the SAMIS; ensure that consultants' work is assessed for efficiency and effectiveness; and ensure consultants' knowledge is transferred to ministry staff.

2. OBJECTIVES OF THE CONSULTANCY

2.1 The SAMIS Project Officer will manage the team(s) of consultants tasked with reviewing the existing information technology infrastructure, mapping the business process of selection, nomination and delivery of social protection services, as well as designing and developing the new SAMIS. More specifically, the objectives of the assignment are to provide the following technical services:

2.1.1 To manage the completion of the SAMIS' development in accordance with approved specifications, design and with prevailing standards, code of practice and regulations.

2.1.2 To manage the SAMIS' development through, but not limited to, cost management, time management, quality management, contract administration, and safety management.

2.1.3 To manage the smooth organisation and coordination, implementation and completion of the SAMIS' design, development and rollout, within the approved budget and time to the satisfaction of the MoNM.

3 SCOPE OF WORK

3.1. General Functions

3.1.1. Conduct a comprehensive review of relevant documentation on social assistance programme and systems in SVG.

3.1.2. Review the principal responsibilities and tasks to be undertaken under this activity (design, programming, procurement, project administration, monitoring, audit and evaluation) with a view to establishing a plan for how tasks and responsibilities should be allocated among relevant parties.

3.1.3. Review the governance framework to support transition to the new system, including roles, responsibilities, accountabilities, and the identification of resources to assume roles.

3.1.4. Assist in the preparation of scope or works, terms of references, and other relevant bidding documents, as well as participate in the review of the bid evaluation processes for all outstanding consultancies relating to the review of existing systems, design and develop the SAMIS.

3.1.5. Manage the team of consultants who will be contracted to review and design the SAMIS, through the communication of project expectations; the planning, monitoring, and appraising work conducted; and the initiating, coordinating, and enforcing systems, policies, and procedures.

3.1.6. Initiate and maintain partnerships with development partners, government institutions, private sector, civil society and other stakeholders to contribute to the achievement of the project's objectives.

3.2. Coordination Functions

3.2.1. Coordinate and lead workshops, periodical work sessions and meetings for officers of the MoNM, ITSD and other relevant stakeholders, as well as hold orientation seminar(s) for team members for this activity, to clarify the project's objective and methodology.

- 3.2.2. Ensure that all consultation and training activities are mobilised and implemented in a timely manner.
 - 3.2.3. Ensure efficient interaction and coordination among all stakeholders to make certain the achievement of project objectives.
 - 3.2.4. Ensure that the analysis and design of the SAMIS are completed in accordance with agreed timelines, scope and budget.
 - 3.2.5. Establish a communication schedule to update the MoNM, ITSD and other key stakeholders on the progress of the project.
 - 3.2.6. Coordinate a launch of the SAMIS to raise awareness among key stakeholders.
 - 3.2.7. Coordinate roundtable discussions, press conferences, briefing and training sessions, centered around the new system as required.
 - 3.2.8. Lead a technical working group(s) comprised of officers from the MoNM, ITSD and other relevant agencies, with a mandate to support the ongoing improvement efforts specific to SAMIS transition and establish a prioritised list, issues and challenges that require changes to the new system or associated business processes.
 - 3.2.9. Develop, design and implement a robust Transition Plan and Business Continuity Plan (including an issue management plans to provide operational support to all offices).
- 3.3. Administrative Functions
- 3.3.1. Prepare and record action items from meetings with consultants and relevant stakeholders for review and circulation to relevant parties.
 - 3.3.2. Develop normative and methodological materials needed to achieve the satisfactory progress of the approved budget and work plan for this activity.
 - 3.3.3. Ensure establishment and maintenance of proper electronic and paper filing systems.

3.3.4. Develop communication material including press releases, speeches, briefs, and blogs, and liaise with key stakeholders regarding public awareness for the new system.

3.4. Financial and procurement related functions

3.4.1. Assists in accomplishing financial objectives by forecasting requirements; scheduling expenditures; analysing variances; initiating corrective action for goods and services needed to complete this activity.

3.4.2. Liaise with the Procurement Officer, HDSD Project, ITSD, and MoNM to ensure specifications for SAMIS software and any other required good/service needed for the design and implementation of the SAMIS are complete, accurate and comply with quality standards.

3.4.3. Under the guidance of the ITSD and MoNM, and in collaboration with the Procurement Officer, HDSD Project, prepare and submit terms of references and other relevant bidding documents, for all outstanding consultancies relating to the development and deployment of the SAMIS.

3.4.4. Assist in the evaluation of tenders submitted to supply software and any other good/service needed for this activity, to ensure overall competitiveness, quality and conformity to specified requirements.

3.4.5. Provide contract management services including arranging for proper inspection of intervention areas, ensuring compliance with terms and conditions of contracts, addressing delays, troubleshooting problems, assisting in contract amendments, and ensuring completion of works and delivery of goods for the purposes of this activity.

3.4.6. Liaise with Financial Manager, HDSD Project, to ensure the correct and timely payment of services rendered related to project implementation.

3.5. Monitoring and reporting functions

3.5.1. Undertake a critical analysis of the activities' indicators and targets, assess how "SMART" the project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.

- 3.5.2. Identify project dependencies and risks, and propose mitigation methods.
- 3.5.3. Oversee and report on the work conducted by the consultants contracted to assess the current PA systems, and design and develop the SAMIS. The Project Officer SAMIS should identify bottlenecks and constraints whilst activities are being executed, and provide recommendations to address them.
- 3.5.4. Prepare quarterly progress operational and financial reports and any other reports on the assessment of the PA systems and development of the SAMIS as necessary and present these to the MoNM through the Project Coordinator, HDSO Project.
- 3.5.5. Conduct background research as needed and prepare inputs for remarks/presentations on the progress of SAMIS development and implementation for the MoNM and other key stakeholders.
- 3.5.6. Propose recommendations to improve the organisational efficiency of the MoNM and ITSD in relation to the governing and continued maintenance of the SAMIS.
- 3.5.7. Review the quality of the work completed with the project team on a regular basis to ensure that it meets the project standards.
- 3.5.8. Guide and coach the HDSO Social Protection Technical Team and Sub-Technical teams of ITSD and MoNM throughout the design, development and deployment of the new SAMIS to ensure team members stay on track with the objectives and timelines of this initiative.
- 3.5.9. Document and advocate best practices and lessons learnt from the design, implementation and roll out processes.
- 3.5.10. Advise the ITSD, MoNM and MoFEP on issues that may impact the achievement of the activity's outcomes (including issues of sustainability and post project requirements such as maintenance).
- 3.5.11. Establish and produce a knowledge transfer strategy for ministry staff which includes outcome targets based on achieving learning objectives to ensure that ministry staff can maintain the SAMIS in the long term.

4. DELIVERABLES

4.1.1 Inception Report and Timeline for execution of all relevant activities outlining the various, activities, and timelines for completion of the consultancy. This workplan must be submitted ten (10) days after the signature of the contract.

4.1.2 Monthly Status Reports which should include:

- Progress of procurement goods and services for the design and deployment of the SAMIS as necessary
- the progress of the analysis of the current social assistance information systems from a technical point of view and the existing business processes, to be conducted by chosen consultants
- the progress of the design, development, testing, and roll out of the SAMIS to be facilitated by chosen consultants
- Financial flow and processes related to the design, development, testing and roll out of the SAMIS
- Key stakeholder input throughout the project's execution
- Challenges, deviation, alternate solutions and new initiatives undertaken
- Next Steps

4.1.3 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.

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 nineteen (19) months commencing December 2020 until June 2022.
Place of work:	St. Vincent and the Grenadines
Qualifications and experience:	The Consultant shall at a minimum, possess the following qualifications and experience: <ul style="list-style-type: none">• Bachelor's Degree in Computer Science or relevant area, and a minimum of Seven (7) years' experience in project

	<p>development and management of Information Technology projects.</p> <ul style="list-style-type: none"> • Relevant experience from at least five (5) assignments in the designing or managing the design and/or development of Management Information Systems. • At least three (3) years' experience working with project management methodologies and tools. • At least two (2) years' experience in monitoring, reporting, development, and coordination of projects in either public or private sector organizations.
<p>Assets and capabilities</p>	<ul style="list-style-type: none"> • Working knowledge of social protection systems and their administration. • 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 Project Coordinator of the HDSO Project (under the aegis of the MoFEP) 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 these ToRs.

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

8. COMPENSATION

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

The Consultant will be paid commensurate with the services provided. Payments shall be broken down as follows:

Deliverable	Timeline for submission of Deliverable	Payment Schedule
Submission and Approval of Deliverable 4.1	To be submitted at the end of Month 1	10% of contract amount
Submission and Approval of Deliverable 4.2	To be submitted at the end of Months 2 to 17	80% (the consultant shall be paid 5% of the contract amount upon submission and approval of each Status Report)
Submission and Approval of Deliverable 4.4	To be submitted by the end of Month 18	10% 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.