

**GOVERNMENT OF SAINT LUCIA**

**MINISTRY OF EQUITY, SOCIAL JUSTICE AND EMPOWERMENT**

**CONSULTANCY FOR THE DEVELOPMENT OF BUSINESS PROCESS REVIEW, DESIGN AND REQUIREMENTS DEFINITION OF THE SOCIAL PROTECTION INFORMATION SYSTEM (SPIS/SIS)**

INDIVIDUAL CONSULTANT

FOR THE

MINISTRY OF EDUCATION, INNOVATION, SCIENCE, SUSTAINABLE DEVELOPMENT, [AND](http://www.govt.lc/ministries/education) TECHNOLOGY AND VOCATIONAL TRAINING (MOE); HUMAN CAPITAL RESILIENCE PROJECT (HCRP- **P170445)**

1. **INTRODUCTION**

Saint Lucia is a small island developing state in the Eastern Caribbean. It has a population of approximately 180,000 and a Gross National Income (GNI) per capita of US$9,460 as of 2018. Like other national economies in the Organization of Eastern Caribbean States (OECS), Saint Lucia’s economy has limited diversity. Tourism contributed an estimated 40 percent of Gross Domestic Product (GDP) and 47 percent of employment in 2016 through direct, indirect, and induced contributions. In 2019, supported by strong performance in the tourism sector, the economy grew by about 1.7 percent. However, 2020 was expected to witness the largest recession in Saint Lucia’s history with an 18.0 percent economic decline, amid the outbreak of COVID-19, global recession and the potential delays of large infrastructure projects.

Children, youth and female-headed households remain particularly vulnerable despite the decline in poverty rates over the past years, before the pandemic. Based on the most recent survey data, the poverty level fell from 28.8 percent in 2006 to 25 percent in 2016 which represents about 45,000 people. This decline was more pronounced in rural areas, with a reduction in poverty levels from 41 to 32.9 percent. Child and youth poverty rates remained comparatively high in 2016, at 34.5 and 32.1 percent, respectively. The child poverty rate is 41.2 percent in female-headed households, compared to 29 percent in male-headed households. Moreover, although 42 percent of the population live in female-headed households in Saint Lucia, these represent 52 percent of the poor population. Female-headed households with children under 5 years are the most vulnerable, according to the 2016 Survey of Living Conditions and Household Budgetary Survey.

To address poverty, vulnerability to shocks, and youth unemployment, the Government of Saint Lucia is pursuing a two-pronged strategy to support greater human capital development and resilience. The strategy includes the provision of more and higher-quality vocational, academic, and socio-emotional skills, particularly for youth, and ***increasing the efficiency and coverage of the Social Protection (SP) system by, inter alia, enhancing targeting to identify eligible individuals for social benefits, expanding social safety nets, and developing a social information system to improve coordination among programs.*** The enhancement of skills and the increased efficiency and coverage of the SP system will contribute to the human capital and resilience of vulnerable groups by increasing employability and adaptability while minimizing the adverse effects of shocks on human development outcomes.

Thus, the Government of Saint Lucia’s Human Capital Resilience Project has two main components, both of which support the goal of enhancing the resilience of Saint Lucia’s human capital. A Technical and Vocational Education and Training (TVET) component will provide more and higher quality technical and socio-emotional skills for Saint Lucia’s workforce while transforming TVET to better meet the demands of the labour market. **The SP component will strengthen the SP policy framework by increasing coverage of the main cash transfer program (PAP) and improving the implementation of social programs**. The Ministry of Equity is responsible of the implementation of the SP activities with the support of the Project Implementation Unit (PIU) hosted in the Ministry of Education.

***As part of the SP component, a Social Information System (SIS) will be designed and developed, including an Integrated Social Registry (ISR) and a Beneficiary Management Information System (BMIS).*** The envisioned SIS will support the operational and delivery processes of the MoEQ to increase efficiency through the automation of procedures, and reduction of error, fraud, and corruption, including validation tools and cross-checks with other databases. This system will be developed through a modular and iterative approach to produce fully functional and operational prototypes, with the possibility of expanding functions and technical sophistication.

* 1. **The Human Capital Resilience Project Component 2- Strengthening the Social Protection System**
  2. The implementation of a Social Protection Information System (SPIS) will support the management and administration of all social protection services, providing a single data repository that will have two purposes: (i) to serve as a proper Social Protection Social Registry (SR/SPSR) that will be used to support intake, enrolment, and referral processes for social protection services, and (ii) to serve as operational Beneficiary Registry (BR) for administration of specific benefits.
  3. The SR will be populated with information from existing intake forms used by the Ministry of Equity- the SL NET 3.0, the Child Disability Grant, and Shock Response Cash Transfers (SRCTs/Disaster Assistance (DA) forms. Once fully operational, the SIS will allow continuous registration of potential beneficiaries. The SR will therefore store vital information on both the poor and vulnerable seeking social protection services, as well as affected persons assessed post shock/ natural disasters. The (SR) will support the referral system of the social protection sector, allowing all service agencies to access eligibility data on persons assessed. Both registries will facilitate a reduction in the duplication of benefits received by indigent, poor and vulnerable households. It is also expected that referral processes across the social protection sector will be improved.
  4. The SIS business modules (that will support PAP, CDG, and SRCTs delivery chain) will use a Beneficiary Registry. It will be integrated with the (SPSR) allowing direct use of the records from the (SPSR), but with additional data fields needed for the specific benefits administration (from the technical point of view, the (SPSR) and Beneficiary Registry are only different logical views of the same database). The Beneficiary Registry will contain operational data on the status of household and individual benefits, and management records, thereby allowing automatization of business processes in the delivery chain for social protection services. Additionally, a Beneficiary Registry for all Public Assistance benefits will facilitate improved monitoring of all Ministry of Equity beneficiaries.
  5. The HCRP’s mandate currently runs until April 2025, and it is expected that the SPIS works will commence in the last quarter of 2024 (October-December 2024). To ensure effective development of the SPIS infrastructure, the Ministry of Equity will embark on the social protection services business process mapping in September 2024. Once achieved, the Ministry will be better positioned to support the infrastructure development and the operationalisation of SPIS.
  6. This consultancy will conduct a review of the current business processes for the social protection services offered by the MoEq described below

1. **OBJECTIVES OF THE CONSULTANCY**
   1. **General Objective:**

The general objective of the consultancy is to carry out a review of the current business processes for the social protection services – PAP, CDG, SRCT - offered by the MoEq by elaborating an “As-Is” Study of the current business processes and a “To-Be”’ study of the re-engineered processes to inform the functional requirements of the SPIS.

* 1. **Specific Objectives** 
     1. Map and document the current processes (to produce an ‘As-Is’ Study).
     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.
     3. Define the functional requirements of the online platform to support the ‘To-Be’ business processes in line with the mandate of the Ministry of Equity, Social Protection Reform objectives, NSPP, and Graduation Strategy

1. **SCOPE OF WORK**
   * 1. Perform a comprehensive review of the processes for the MoEq Welfare Services Unit and the SSDF that will constitute an ‘As-Is’ Study producing visual and written documentation noting:
     2. Key steps/activities.
     3. Dependencies with other processes in the agency or across agencies.
     4. Documents /forms/reports consumed and produced by the processes.
     5. Roles, responsibilities, and skills of the staff responsible for execution of the processes.
     6. Transaction volumes and cycle times for completion.
     7. Key bottlenecks.
     8. Associated risks and issues.
     9. Legislative support or requirements affecting execution.
     10. Opportunities for improvement.
     11. Target outcomes of the process.
     12. Carry out a workshop with the SPIS Steering Committee and the Permanent Secretary of the MoEq to present the results of the -As-Is- study.

During this stage, the consultant will review the current delivery chain of the programs PAP, CDG, and SRCT including but not limited to outreach, intake, registration, application, cross-checks, eligibility determination, verification/validation, benefit calculation, notification, payments, monitoring and evaluation, feedback and redress procedures, etc.

* 1. 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 before the start of the project. Output will include:
     1. Revised process maps.
     2. Explain the key changes, their rationale, and impact.
     3. Expected performance improvements and other benefits.
     4. Assumptions that underlie the design of the new processes.
     5. Revised high-level staff roles and responsibilities.
     6. Impact on organisational design and governance.
     7. Skill or resource gaps that the Unit will/may face with implementation. Guidance

on legislative support that will be needed to effect change. Interdependencies with

other processes/units/agencies that may be affected.

* + 1. Highlight areas for collaboration/harmonisation both internally and externally with

the aim of improving business process efficiency for programme stakeholders

within the social protection system

* + 1. Carry out workshops to consult and validate the To-Be study recommendations

with the Steering Committee and the Permanent Secretary.

During this stage, the consultant will draft recommendations for the re-engineering of the processes on the basis of modern best practices and document the functional requirements of the software that would be needed to support the new processes for the SIS.

* 1. Compile the functional requirements for the software needed to support the functionality defined in the ‘To-Be’ Study that will include:
     1. Business requirements for the operations of the PA Unit
     2. Business Rules
     3. Transaction corrections, adjustments and cancellations
     4. Administrative functions
     5. Authentication
     6. Authorization levels
     7. Audit Tracking
     8. External Interfaces
     9. Reporting Requirement and report generation
  2. Conduct a validation workshop(s) for the SPIS’s Functional Requirements.

1. **DELIVERABLES**
   1. Inception Report and Timeline for the execution of all relevant activities outlining the

various, activities, and timelines for completion of the consultancy.

* 1. ‘As-Is’ Study incorporating a review of the processes for the PA Unit as defined in

section 3.1.

* 1. ‘To-Be’ Study defining the logically proposed Operating Model as defined in the section

3.2.

* 1. Functional and Technical Requirements for the software needed to support the proposed

‘To-Be’ operational design as agreed, including but not limited to the scope defined in

section 3.3.

* 1. 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).

* 1. Presentation on findings and Capacity building session with the SIS Steering Committee on Social Protection services business process mapping.

1. **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 (3) months |
| **Place of work:** | Ministry of Equity, Social Justice and Empowerment, Government of Saint Lucia |
| **Qualifications and experience:** | The Consultant shall at a minimum, possess the following qualifications and experience:   * 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. |
| **Skills/Expertise** | * 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 work plans, and manage budgets and project expenditures. * Excellent interpersonal skills. |

1. **INPUTS BY THE CLIENT**
   1. The MoEq will provide the consultant with all relevant documentation and resources to

facilitate the completion of the consultancy, as well as facilitate access to the relevant

members of staff and management as well as any other stakeholders that may be

identified.

* 1. MoEq will provide office space for the consultant to carry out the tasks if necessary.

1. **REPORTING/ SUPERVISION**

7.1. The Permanent Secretary and the Technical Coordinator-Equity HCRP, with the support

of the SIS Steering Committee will have general oversight of the consultant's work.

* 1. The Consultant will coordinate and work closely with the designated officers of

the MoEq to carry out the functions under this ToR. The consultant will need to interact

closely with the MoEq staff involved in the operation and delivery of the services being

reviewed. The consultant is also expected to work closely with a legal or regulatory

specialist to achieve the tasks outlined in the scope of work The consultant is also

expected to collaborate and work closely with the IT SPIS software development firm

to inform the functional requirements.

* 1. All deliverables shall be submitted to the HCRP Technical Coordinator- Equity,

designated officers of the MoEq for review and approval.

1. **COMPENSATION**
   1. The Consultant will be paid commensurate with the services provided.
   2. The Consultant will be paid commensurate with the services provided. Payments shall be broken

down as follows:

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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 | 25% of contract amount |
| Submission and Approval of Deliverable 4.5 | To be submitted by the end of Month 2 | 30% of contract amount |
| Presentation and Capacity Building | To be submitted by the end of Month 3 | 10% of contract amount |

1. **CONFIDENTIALITY**
   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 MoEq or any other related Ministry or Agency, the information for presentations or

studies related to this consultancy.