**Posted on:** 2022-06-29T00:00:00.00-04:00

**DB Reference N°:** IDB-P1005299-06/22

**Country:** Bahamas

**Institution:** Inter-American Development Bank

**Sector:** Information and Communications, Information and Communications Technology, Marketing, Communications, Media and Design, General - Information and Communications, Printed Materials/Publishing

**Deadline:** 2022-07-31T00:00:00.00-04:00

**Status:** Published

**Loan N°./Financing:** BH L-1033

**Project:** Citizen Security & Justice Program (Bahamas)

**Title:** A Firm to Provide a Customized Community Centre Management System (CCMS) to Coordinate Programming for Multi-Generational Beneficiaries

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**Borrower/Bid No:**

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BH-L1033: CITIZEN SECURITY AND JUSTICE PROGRAMME (CSJP)
TERMS OF REFERENCE

CONSULTANCY:

A Firm to Provide a Customized Community Centre Management System (CCMS) to Coordinate Programming for Multi-Generational Beneficiaries

1. Background:

*The Ministry of Finance of The Commonwealth of The Bahamas has received financing from the Inter-American Development Bank (IADB) (Loan BH-L1033), to implement a Citizen Security and Justice Programme. The overall objectives of this program are to: (i) improve behaviours for non-violent conflict resolution in New Providence; (ii) increase employability and employment of the at-risk youth population in New Providence; (iii) strengthen institutional capabilities of justice services; and (iv) reduce the recidivism rate among persons within the juvenile system. Component 1 of the Programme has a strong focus on providing alternatives to deviant behaviour and acts of violence. One of the alternatives are a cadre of programmes that will equip persons to not only become productive citizens but to have access to programmes that are transformative, and purpose driven. Similarly, Component 2 of the loan seeks to increase youth employability and employment through its Revive Academy training programmes for at-risk youth. These and other multi-generational programming are currently run out of community centers across The Bahamas. To ensure the efficient and effective management of community center programming and general operations, The Ministry of National Security intends to apply part of the proceeds of this Loan to*

*contract a firm to design, develop, and implement a comprehensive and integrated centre management system primarily using open-sourced solutions to ensure a user-friendly, cost-effective platform.*

## 1. Country Context

Like countries around the world, The Bahamas has been witnessing the rise in crime and violence in many forms. Recent statistics point to a prevalence of violence as a way to resolve disputes in inter-personal and intra-community relations, especially among youth, which in turn has led to increased perceptions of insecurity.[1] Similarly, high rates of youth unemployment and discouragement have been shown to increase an individual's risk of involvement in criminal and/or violent activities[2]. This is

[1] The Bahamas Victimization Survey. LAPOP. (2014).

[2] In Raphael, Steven & Winter-Ebmer, Rudolf (2001), an analysis of unemployment effects on C&V state-level data in the U.S. indicate that unemployment is an important determinant of crime rates. The relationship between unemployment and C&V is also evident in

particularly concerning for The Bahamas as local data demonstrates that unemployment rates for youth are not only high[3], but increasing. This trend is demonstrated in a consistent rise from 15% in 2001 to 30.8% in 2014 for 15-24-year olds.[4] This is especially true for the island of New Providence which in many instances has been at the epicentre of antisocial behaviour. As a result, the Ministry of National Security has developed a network of Youth and Community Centres through which programming is run under the supervision of Centre Managers, an overarching Community Centre Business Model and the auspices of the Ministry of Youth, Sports, and Culture. Through these centres, onsite multi-generational programming is provided by the Departments of Youth, Sports, and Culture supported in part by an existing eLearning Management System owned by the Ministry of Social Services. However, the use of primarily manual and paper-based systems for the management of centre operations, creates the risk of inefficiency and inconsistency. As a result, this consultancy seeks to support the conversion of existing workflows – as well as the creation of new ones – in support of efficient Youth and Community Centre operations as well as the design, development, and implementation of a robust online management platform responsible for functionality that includes and is not limited to:

- Membership and Customer relationship management (CRM)
- Centralized Booking System facilitating onsite, online, and mobile bookings across customer segments
- Reporting and Business Intelligence allowing key management decisions based on real-time data ensuring alignment to reporting requirements including and not limited to those delineated in the Youth and Community Centre Business Model Section 10
- Integrated Access Control and Admissions Management System that tracks beneficiary entry, exit, and interactions with programming
- Backend Team Management allowing varied access for management, administration, and programming facilitators
- Marketing and Communications Management including SMS and Email campaigns as well as pre, post, and interim surveys, evaluations, and assessments

other studies like Bushway, Shawn. “Labor Markets and Crime” in Wilson, J.Q. and Petersilia, J. eds. 2011 Crime and Public Policy and in Downes, Andrew. “Labor Markets and Human Resources Development in the Caribbean” (2007).

[3]High youth unemployment is a worldwide phenomenon to which the region is not immune, but according to the most recent data available in household surveys, four Caribbean countries (Jamaica, the Dominican Republic, the Bahamas and Barbados) are the ones that face the region’s highest youth unemployment rates (32.5%, 28.3%, 30.8% and 26.1%, respectively).

[4]According to the most recent Labour Force Survey, 27.2% of New Providence youth (between 15 and 24 years of age) were unemployed in 2012. This percentage is significantly higher when compared to the unemployment rate for young adults (25-29 yrs.) which was 18.3%.

- Integrated ePayment Systems including seamless online and onsite payment portal for individual client payment and group event bookings
- Integrated Finance and Audit system facilitating easily managed financial reconciliation and oversight; and
- Integrated Records Management System to house documentation and metadata that might include and is not limited to liability waivers, health records, contractual agreements, invoices, infractions/bans, client profiles, employee records etc.

The platform must maintain clear alignment throughout to the Youth and Community Centre Business Model for the Network of Community Centres.

2. Objective (s) of the Assignment

Community Centre's retain an abundance of information, documents, and data in the context of their operational processes. The efficient and effective management of these aspects of the centre requires high levels of discipline to be inherently integrated. Therefore, as a primary goal the consultancy seeks to allows for the Network of Youth and Community Centres to plan, monitor, and execute multi-generational programming as well as coordinate and evaluate its beneficiaries' experiences through efficient, semi- automated data and record keeping processes. The overall objective of this consultancy is to i) analyze, design, and improve Youth and Community Centre workflows considering as-is environments and to-be perspectives based in part on the centres' feasibility study and long-term strategic plan/business model; ii) design, and develop a methodology to integrate to-be functionality into a comprehensive management platform; and c) implement a customized Youth and Community Centre Management System (CCMS) with all required functionality considering the needs of the local environment. It is important that this platform is created leveraging where possible open-sourced code for a cost-effective solution. Considering the need for built in capacity that may facilitate the expansion of the network of community centres across the Bahamian archipelago, the system will maintain a focus on usage by multi-generational beneficiaries in the design and development of User Interface (UI) and User Experience (UX).

The Specific Objectives of the Consultancy are to:

1. Identify Youth and Community Centre work flows as well as broader Network of Community Centre management/oversight specific workflows and the integrations between them to determine the systemization of the integrated Community Centre Management System (CCMS)

In conjunction with the respective Youth and Community Centres and their staff, the Ministry of Youth, Sports, and Culture, Government administrators, the Project Execution Unit (PEU) and other community stakeholders as needed, the firm will analyze 'as-is' work flows of the operationalized Youth and Community Centres to develop 'to-be' workflows for digitized processes of managing respective operational functions across the Network of Community Centres through the implementation of the overarching Community Centre Management System having conducted a thorough workflow process improvement assessment. Workflows should be mapped for every stage of the operational lifecycle considering key functionality that includes and is not limited to: Membership and Customer relationship management (CRM); Centralized Booking Management for onsite, online, and mobile bookings across customer segments; Reporting and Business Intelligence allowing key management decisions based on real-time data; Integrated Access Control and Admissions Management; Backend Team Management; Marketing and Communications Management; Integrated ePayment System Management; Integrated Finance and Audit System Management; and an Integrated Records Management System to house documentation and metadata. Throughout this process, the firm will:

- Conduct an analysis to identify the gaps between 'as-is' and 'to-be' processes and what needs to be created to ensure a viable integrated platform managing steps throughout key aspects of centre operations.
- Define 'to-be' cycles and workflows thereby providing the structured process by which Youth and Community Centres may improve the lives of multi-generational beneficiaries through programming that aligns to key social policy needs.
- Outline how 'to-be' workflows may be integrated into an innovative tool that helps the teams design, develop, implement, manage, and evaluate key programming and its impact on beneficiaries.
- Work closely with key interagency stakeholders to better understand their needs, ensuring that any productive workflows developed are designed to ensure inherent collaborative pathways
- Conduct a comprehensive analysis of the functional and non-functional requirements of the management system in alignment with delineated workflows
- Determine gaps analysis and develop to-be models, and methods for closing gaps
- Determine further system requirements, and data on expected performance (task analysis) and actual performance (using surveys, interviews, observations, tests and record);

- Create a Requirements Traceability Matrix (RTM), after validating the requirements;
- Deliver formal presentations to stakeholders and executives throughout the process
- Create a Work Plan and Prototype Document based on assessments and analysis

2. Identify a methodology to identify and integrate a set of mutually supporting tools, processes and methods for managing efficient and effective centre operations.

In conjunction with the respective Youth and Community Centres and their staff, the Ministry of Youth, Sports, and Culture, Government administrators, the Project Execution Unit (PEU) and other community stakeholders as needed, the firm will develop and implement an appropriate methodology for identifying and integrating aspects of the overarching integrated Youth and Community Centre Management System (CCMS) having conducted a thorough "needs assessment" of the centres' digitized methodology needs considering aspects of centre operations including and not limited to member/customer relationship management (CRM); booking management and scheduling; reporting and operations intelligence/analysis; access control and admissions management; team, employee and facilitator management; marketing and communications management; ePayment management; finance, procurement, accounting and audit management; integrated records management; and general programing management, execution and monitoring & evaluation with all digitized components based on the consultancy's delineation of existing management methodologies as well as considering regional and global best practices for Community Centre operations. A focus should be placed on which methodologies and software solutions would be best suited to deliver a solution that may be applied in a consistent way to support the decision making, management and information needs of respective centres across the network. This methodology is inclusive of recommendations on software support systems (and hardware solutions if necessary) and will consider variables that include and are not limited to:

a. Youth and Community Centre existing and expanded needs for the integrated system considering the Community Centre Business Model and a concrete understanding of the expectations based on the requirements of various roles and responsibilities
b. The estimated capacity needed for the system based on the existing and long-term scope of members, programming and revenue provided in the Community Centre Business Model within the 25-year projections

c. Community Centre Management platform options which have capabilities including and not limited to open-source code to facilitate a cost-efficient model and end-to- end management of various aspects of centre operations with both components considering and various governance/policy requirements for implementation of digital in the Government of The Bahamas
d. Likely virtual and in person working and user environments and the technical capacity of the average user's technology tools (i.e., phones, computers, etc.)
e. The technological knowledge, skill, and ability of the average user across multi-generational customer segments
f. The system capacity based on required bandwidth, attitude towards technology within the target audiences as well as general levels of computer literacy, data migration, data on expected performance (task analysis) and actual performance (using surveys, interviews, observations, tests and records)
g. The total cost of ownership of various CCMS platforms and plugins

h. Manpower assessment/staffing needs/requirements for maintenance and upkeep of system, providing ideal update/review cycles
a. Performance analysis to define the problem/opportunity as it relates to the existing practices/protocols/approaches used for efficient and effective centre management.

Identify gaps, test each gap, confirm causes, and propose solutions

j. Based on information collection methodologies, capture the views of the target audience including perceived and actual barriers to efficient and effective centre management processes considering the constraints of the broader governance and operational environment to determine a tailored and viable risk mitigation strategy

k. Differentiate the knowledge and skill gaps from other environmental factors (i.e., capacity, incentive/motivation, conditions, feedback etc.) within proposed target audience/user groups

ax. Outline the framework of the Community Centre Management Portal

all. The specific Community Centre Management Model that would be used

3. Perform Design and Development processes to facilitate integrated system for use by Youth and Community Centres across the Network of Community Centres as well as the Government of The Bahamas and its Ministry of Youth, Sports, and Culture

The integrated Youth and Community Centre Management portal and tool must be designed to help Community Centre administration and management teams record and manage centre programming, beneficiary activity, administrative support structures such as finance and audit, communications, reporting, and client

management as well as departmental and ministerial-level oversight across the Network of Community Centres. The platform must recognize that remaining in control of the recordkeeping and organisational aspects of community development work in the context of Youth and Community Centres may prove stressful and time-consuming without efficient and effective support structures. By developing a solution that streamlines processes, speeds up reporting and simplifies the recording of information, Community Centres and their staff will have more time at their disposal to help make a difference in the lives of their multi-generational beneficiaries. As a result, in conjunction with the respective Youth and Community Centres and their staff, the Ministry of Youth, Sports, and Culture, Government administrators, the Project Execution Unit (PEU) and other community stakeholders as needed, and leveraging approved 'to-be' systemization the firm will:

- Create of the System Design Document for the integrated system aligned with all requirements
- Design forms, screens, wireframes, and other software artifacts to closely reflect the expectations of the Government of The Bahamas and its respective ministries, departments, and agencies
- Specify the construction details of the system, how each system components will interact with/maintain interoperability with other components and external systems (for example Ministry of Social Services eLearning Management System), as well as the interface that allows end users to operate the system and its functions
- Describe how the system will satisfy all delineated requirements including and not limited to those provided in the Community Centre Business Model
- Advise vendors (where applicable) and development team on business context and details to ensure that requirements are correctly interpreted and covered in system development
- Adhere to conformance with user requirements, performance, security and other software quality attributes and protocols for design and development of the integrated software solution
- Develop the integrated software solution, inclusive of any customizations, of products and services based on the results of the approved System Design Document
- Assist in the building and maintenance of test and training environments for testing and training in the integrated system
- Provide formal presentations to stakeholders and executives throughout the process

4. Provide a Platform to organize and control the flow of centre data and information, as well as operational processes, policies and guidelines necessary for the efficient and effective management of centre operations for exclusive use by the Network of Community Centres and the Government of The Bahamas

Based on the analysis of workflows, 'to-be' systemization, the existing mixed modality centre operations processes, and overarching methodology provided in the Community Centre Business Model the firm will provide a platform to organize and control a) the flow of centre data and information as well as b) Community Centre operational processes, policies and guidelines required for disparate components including and not limited to member/customer relationship management (CRM); booking management and scheduling; reporting and operations intelligence/analysis; access control and admissions management; team, employee and facilitator management; marketing and communications management; ePayment management; finance, procurement, accounting, and audit management; integrated records management; and general programing management, execution and monitoring & evaluation. This includes defining the filing, retention, and preservation rules for integrated records management thereby enabling efficient and effective indexing, archival, movement tracking, and search functionalities throughout. This platform must have capacity for the expansion of the Network of Community Centres across the Bahamian archipelago. A focus should be placed on the fluidity and structure of the platform, with the firm ensuring a seamless integration throughout the presented content and requisite technology to ensure that the platform sees strong usage across users. This will be done through activities that include and are not limited to:

a. Using data from the needs analysis on current practices/protocols/approaches, as well as country context, and other country specific issues related to the deliverables (including and not limited to Government of The Bahamas digital and technology requirements)
b. Ensuring that the flow of information is sequential and smooth. Various operational processing steps should not lose efficiency when moving between complex, simple and/or elaborate processes. Data should be organized in an uncluttered manner that caters effectively to a wide variety of user-needs
c. Translating relevant information and activities into an online format for modality in CCMS
d. Delineating and implementing a methodology that provides an integrated view of centre data and information processes through a central system that stores metadata and information across operational needs. Solution integration allows for containing all requisite centre data including and not limited to: member/client relationships; budgeting, finance and audit; procurement; human resources;

communications; booking and scheduling; reporting and evaluation metrics; admissions and access; ePayments as well as any and all external or secondary data needed to monitor programming activities, outputs, results, and goals

e. Rich web content as required, with interactions in JavaScript, compatible with main Internet Browsers (Internet Explorer, Firefox, Chrome, Safari) without the required use of browser plugins or extensions
f. Integrating web-hosted content in CCMS by adding plug-ins as required
g. Incorporating additional web-design and publishing services around delineated platform components as well as related documentation
h. Devising modes of assessment/evaluation, inter-user interactions, work management, information collection, operational task scheduling, and methodology for gathering and organizing information which are secure and efficient
a. Designing multimedia tools that may include and is not limited to: infographics, mini-videos, graphs, podcasts/audio recordings, etc. to outline the usage of the platform and process steps of software application
j. Coordinating with the respective Youth and Community Centres and their staff, the Ministry of Youth, Sports, and Culture, Government administrators, the Project Execution Unit (PEU) and other community stakeholders as needed to ensure that platform processes developed continue to meet the intended centre management objectives and outcomes
k. Identifying a Methodology for ongoing process review to identify opportunities for improvements and revise software capacity accordingly.
ax. Installing the integrated solution inclusive of any customizations, of product and services based on the results of the approved System Design Document
all. Installing the solution within The Bahamas Government's Data Centre, with replication in the Disaster Recovery site
n. Conducting testing and training in the integrated system, also providing bug fixes
o. Creating a Test Plan inclusive of test scripts for the various testing requirements and provide updates to the RTM
p. Creating a Training Plan, in accordance with requirements for training, inclusive of Systems Manuals, Training Manuals, Operational Guides and other training aids such as videos and tutorials
q. Deployment of the integrated system to the production environment within the Bahamas Government's Data Centre
r. Preparing and submitting report on testing
s. Preparing and submitting report on training

5. Integrate existing mixed-modality Community Centre records and programming (proposed and existing) into the integrated system for exclusive use by the Network of Community Centres and the Government of The Bahamas

Based on the analysis of workflows and 'to-be' systemization, integrate the existing mixed modality records, forms, management processes, and community centre programming (proposed and existing) into the integrated system developed in alignment with System Design Document. This includes and is not limited to ensuring all record are migrated as well as the development of forms, evaluations and surveys into electronic-entry modalities that are seamlessly integrated into the platform. The firm will provision services for:

a. Conducting a comprehensive analysis of the scope of records, forms, metadata, and respective characterizations to be digitized and migrated
b. Creating a work plan for the digitization process as well as the migration process aligned with all requirements, and specifying how requirements will be satisfied
c. Digitizing mixed-modality documents into electronic-entry modalities for multi-generational beneficiaries as well as community centre staff (that may include and are not limited to: application forms, liability waivers, health forms, facilitator applications, identity confirmation forms, group booking forms, donation and sponsorship forms, evaluation forms, surveys etc.)
d. Accurately assessing records to be scanned and indexed
e. Migrating existing electronic documents into the integrated system
f. Cataloging and categorizing of scanned files for metadata indexing
g. Ensuring proper hard copy document handling
h. Documenting digitization process
a. Assuring proper monitoring and review
j. Performing Quality Assurance and Quality Control (QA & QC) on a periodic basis, to prevent data loss, and foster accountability while performing scanning, migration, and digitization respectively
k. Exporting Data from data sources
ax. Providing of all equipment necessary for the digitization of hard copy documents and of some for the migration process
all. Performing knowledge transfer to requisite administrators during digitizing and migration process
n. Documenting strategy for managing digitization and migration process
o. Setting up and installing all necessary equipment needed for the scanning process

p. Including as part of the team, Community Centre and Ministry of Youth, Sports, and Culture staff for knowledge transfer
q. Following best practices, standards and protocols when scanning the hard copies and aligning them with the requirements
r. Meeting relevant set targets as prescribed by the Government of The Bahamas
s. Ensuring that proper retrieval and handling of documents are performed
t. Performing scanning indexing at capture stage to allow for metadata search and retrieval
u. Performing Quality Assurance during scanning process, and conducting quality Control after the scanning process

v. Performing cataloging of scanned files using appropriate standards and protocols

w. Breaking down equipment and assisting with document return

x. Preparing and submitting reports on work progress on a regular basis

y. Preparing final report of the scanning process
z. Setting up and installing all necessary equipment and connectivity needed for the migration process
a. Obtaining all data from data sources (with the assistance of Community Centre and Ministry of Youth, Sports, and Culture staff) to be migrated

bb. Creating a staging area for migrated data

cc. Performing minor data cleaning

dd. Migrating the data from the data sources into the staging area, in accordance with best practices and standards

ee. Performing any quality checks, data validation, etc. in the staging area

ff. Performing final migration from the staging environment, into the integrated system

gg. Preparing final report of the migration process

hh. Providing any implementation support and maintenance, if applicable

6. Design, develop and implement a comprehensive Community Centre brand identity for exclusive use by the Network of Community Centres and the Government of The Bahamas with primary delivery channel for the brand being the integrated Youth and Community Centre Management System and its webpages

Based on the scope of the system provided in 'S3. Scope of Work' and the systemized workflows of S 2.5, the firm will design and develop a brand and associated guidelines for the Network of Community Centres and their automated processes. This will include and is not limited to the development of initial brand artifacts such as videos,

logos, and banners for webpages throughout the integrated system developed in alignment with Centre Brand Design Document. These process steps and documentation will guide the firm's design, development, and delivery of artifacts that include and are not limited to:

- Centre-specific logos and branding that demonstrate key similarities across the network and brand recognition for individual spaces
- Banners and promotional material for inclusion of various webpages of the integrated system
- Key material (e.g. flyers, brochures, videos, and pamphlets) for use in an advertising and promotional campaign that maintains strategic integration with requisite aspects of the integrated management system
- Creation of Social Media channels and integration in the system to allow for efficient and effective delivery of promotional and advertising campaigns

7. Ensure the proper functioning of the CCMS and associated plug-ins and interfaces Using the agreed upon CCMS platform and its included plugins the firm will observe platform operations when compared to 'to-be' systemization to ensure the capabilities of the platform has been maximized thereby providing full interactivity for users. To realize this objective, the firm will conduct activities that include and may not be limited to:

a. Website creation and initial management
b. Configuration of the URL according to requirements of The Government of The Bahamas with proper SSL certificate
c. Configuration of application graphical layouts and contents to meet stylistic requirements
d. Installation and configuration of application modules
e. Installation and configuration of reports and reporting frameworks
f. Installation and administration of web sites or portals
g. Design of a customized CCMS that includes plugins for an integrated experience and possible expansion for additional Community Centres in the Network as well as the outer-limits of programming and revenue delineated in the Community Centre Business Model that will be hosted by the Department of Transformation and Digitization (DTaD) and its cloud-based server
h. Systematize governance and operations requirements to allow the reduction of processes to a purposefully regular method of organizing data and information
a. Ensure that indexed records, electronic-entry modality forms are uploaded correctly and facilitate a seamless user experience

j. Facilitate the inclusion of content and governance processes into the CCMS providing functionality that ensures the achievement of essential systems management capacity, decision-making, programming, and demonstrated results through integrated evaluation and reporting
k. Empower internal Youth and Community Centre teams, Ministry of Youth, Sports, and Culture and other governmental stakeholders and increase opportunities to learn from best practices

ax. Provide guidance to the Network of Community Centres and Ministry of Youth,

Sports, and Culture on appropriate usage

t. Apply the use of an evaluation and sustainment strategy intended to ensure consistent application of the processes in the live environment with generation of up to the minute consolidated reporting to inform evidenced-based decision making
u. Measuring (where possible) the efficacy of the implemented platform using UAT and focus groups

v. Providing post implementation support immediately following up to 3 months (warranty period)

w. Monitor and Evaluate solution performance and provide any bug fixes of resolve any incidences during this period (3 months)

x. Produce a Final Report of the integrated system implementation and performance evaluations inclusive of recommendations for future sustainability, after 3 months post implementation

all. Creation and evaluation of user guides/manuals to be used as job aids/self-paced learning tools for Portal Administrators and end users
n. Ensuring that requisite manuals include screen shots that diagram and provide instructions on how to use the CCMS portal
o. Implement and where necessary adjust the methodology to ensure a reduction in the perceived and actual barriers to participation
p. Where possible measure the success of the implemented measures in improving the processes using UAT and focus groups

3. Scope of Work General

Scope

The scope of this consultancy is to procure a firm to design, develop and implement an Integrated Community Centre Management System for use across a network of centres (inclusive of essential functionality including and not limited to member/customer relationship management (CRM); booking management and scheduling; reporting and

operations intelligence/analysis; access control and admissions management; team, employee and facilitator management; marketing and communications management; ePayment management; finance, procurement, accounting, and audit management; integrated records management; and general programing management, execution and monitoring & evaluation. In achievement of these goals the firm will provide services which include and are not limited to professional services, analysis, systemization, supports and guidance for continued operation

- The project is to be implemented within 9 months

- The integrated system to be implemented should, combine the use of software, hardware, and cloud technologies to bring the Government of The Bahamas (GoBH) the highest level of performance and lead it on the path to fully paperless community centre operations in line with the long-term strategic plan of the Community Centre Business Model

- The firm is to implement a comprehensive solution identifying opportunities for interfacing, integration, and interoperability with other key governmental systems including and not limited to those related to communications and approvals processes as well as the Ministry of Social Services eLearning Management System.

- The firm will complete ‘as-is’ and ‘to-be’ process workflows for Youth and Community Centre operations to determine ideal systemization requirements in consultation with relevant stakeholders for review and approval

- The integrated system should automate the entire Community Centre management, operations, reporting, programming, and analytics processes making it possible for management and administrators to quickly and easily develop new lines of sight into the efficiency of centre operations and the execution of management decision making. Platform capacity must a) consider the scope of users delineated in long term strategic planning of the Community Centre Business Model and b) the additional capacity needs for an expanded of the Network of Centres noting that the platform must be hosted through cloud- based storage in GoBH systems

- The firm is to supply all software, materials, and personnel required to complete the installation. The firm is to configure the software and make any or all- essential adjustments to ensure optimum functionality in line with approved workflows.

- The firm will provide brand identity and guidelines for the Network of Community Centres including and not limited to: centre-specific logos and branding that demonstrate key similarities across the network and brand recognition for individual spaces; banners and promotional material for inclusion of various webpages of the integrated system; key material (e.g. flyers, brochures, videos, and pamphlets) for use in an advertising and promotional campaign that maintains strategic integration with requisite aspects of the integrated management system; creation and integrations in the system of social media channels

- Formal presentations to stakeholders and executives will also be required throughout the process

- The solution should be accessible from anywhere, both inside as well as outside The Bahamas

- The firm will document procedures/operations manual and position description for Systems Administrator as well as provide relevant training for operations continuity.

- The firm will digitize, scan, and migrate multi-modality documentation along with associated metadata

- The firm will digitize for electronic-entry modality all requisite forms, evaluations, surveys, and other related documentation

- The firm will provide and adhere to relevant and approved scanning and migration standards and protocols

- The firm will index documents during capture process

- The firm will migrate and index existing electronic files into the integrated system

- The firm will catalog and categorize all scanned documents for metadata indexing

a. Functional Requirement
    a. Supports interactive structures for programming

b. Integrated electronic-entry forms, evaluations (pre, post, interim evaluation; progress management etc.), surveying etc.
c. Highlighting, Bookmarks, Reference Points, Interaction, Tracking, and Tagging for documents, reporting, and records
d. Search Options
e. Capabilities for Animations, Simulations, Images, Video and Audio Voice Dubbing, Coding/Programming, Document upload and other essential elements for the delivery of delineated functionality

b. Design an information preparation standard which will cater to the above- mentioned requirements
    a. Produce System Preparation requirements
    b. Submission of Software Design Specifications
    c. User Interface Standards
    d. Prepare Test Cases and Test Scenarios

c. Non-Functional
    a. Transferability, Scalability, Reusability, Adaptability
    b. Responsiveness
    c. Able to perform standalone in digital devices such as tablets, smart phones, computers etc.
    d. System consistency
    e. Security audit

Specific Scope

Under the overall supervision of the respective Youth and Community Centres and their staff, the Ministry of Youth, Sports, and Culture, Government administrators, the Project Execution Unit (PEU) and other community stakeholders as needed, the Firm will answer to the Ministry of Youth, Sports, and Culture; as well as CSJP Project Manager and Component One and Two Coordinator, and is required to work with GoBH stakeholders to design, develop and deliver an integrated Community Centre Management System responsible for recording and managing centre programming; beneficiary activity; administrative support structures – such as finance and audit, procurement, communications, reporting, and client management – as well as departmental and ministerial-level oversight across the Network of Community Centres. In this vein it must maintain functionality for essential capability including and not limited to member/customer relationship management (CRM); booking management and scheduling; reporting and operations intelligence/analysis; access control and admissions management; team, employee and facilitator management;

marketing and communications management; ePayment management; finance, procurement, accounting, and audit management; integrated records management; and general programing management, execution and monitoring & evaluation. Firm activities must also be done through a collaborative process with the Department of Transformation and Digitization (DTaD) and other dedicated contact staff to design and implement the functionality so that it is fully tailored to the needs of the GoBH, Youth and Community Centres and oversight across the Network of Centres.

The suggested approach is based on the “Agile Development” model; evolving, improving, delivering and supporting services based on user experiences, feedback and business needs. This is to ensure that the software functionality can be customized to meet the needs of the Ministry of Youth, Sports, and Culture and the Network of Community Centres.

Further objectives are delineated below:

To design, develop and deliver an integrated Community Centre Management System inclusive of digitization, indexing and migration of existing records and programming for hosting in the Government of The Bahamas’ (GoBH) Data Center (cloud facility): the efficient and effective management of community centre operations is a key element and a critical responsibility of the Network of Community Centres and the Ministry of Youth, Sports, and Culture. This process and the management of the interrelated information assets, metadata, and operational processes is essential to long-term decision-making including future business analysis, institutional strengthening as well as the development of lessons learnt and process improvement. Additionally, the development of a more coordinated process of centre management leads to more positive outcomes for multigenerational beneficiaries as the fast and efficient management of information, processes, and workloads frees up time for service delivery and care. In providing a user-friendly solution, the firm must consider the limitations of the client in terms of annual operating costs of the system. Key strategic focuses such as those outlined in the Community Centre Business Model (i.e. the background and current context provided in Sec. 3; strategic plan outlined in Sec. 4; key success factors delineated in Sec. 7.1; and operational model in Sec. 5) must be kept in view for deliberate integration throughout. Firm must document relevant procedures/operations manual and position description for a systems administrator as well as provide relevant training for operations continuity. Therefore, overarching functionalities include and are not limited to:

- Document/Information storage and retrieval of mixed-modality data in line with overarching centre management methodology
- System functions that clearly provides information for decision-making and application of strategic focus
- Ability to demonstrate results through semi-automated evaluations in line with approved reporting, M&E criteria, and theory of change (where available)
- An electronic records management and filing system via a secure web portal for authorized users
- Allowing authorized users to manage all aspects in the life cycle of a finance, audit, and procurement activity via an electronic feature
- Create and implement e-Notifications and messaging functionality including external communications functionality integrated with existing HCL Lotus Notes system in use by GoBH
- Create integrations with key social media platforms to allow easy to run advertisement and promotional campaigns
- Adhere to firm delineated intelligent workflows, procedures, and guidelines
- Implement Cybersecurity and Data Privacy Policies & Standards within development of the solution
- Manage interoperability processes for data sharing across relevant GoBH systems (i.e. including and not limited to Ministry of Social Services eLearning Management System and HCL Lotus Notes)
- Provide secure signatures that are legally binding (according to the Electronic Communications and Transactions Act) and also at the minimum allows for user authentication
- Empower internal team (i.e. Youth and Community Centre Staff) and other stakeholders (i.e. Network of Community Centre management and Ministry of Youth, Sports, and Culture) with an efficient process
- Increased opportunities to learn from best practices
- Replication of a consistent structure across the entire network. That is, allowing the creation of a portal for each community centre thereby facilitating centre specific programming and operations while providing consistency and open access for dedicated network management

- Create an integrated Community Centre Bank including key artifacts and promotional material for use by the Network of Community Centres through its integrated system
- Give consistent branding across the platform and Network of Community Centre through the use of a Style Guide. To this end firm will provide overarching branded touch while allowing respective centres to personalize their platform with images, introductory videos, official logos, cover photos, custom wordings, etc.
- Give autonomy to respective community centres while unifying collective efforts and management decision making processes across the network
- Provide for the consolidation of data across community centres at the main level of the software. This includes and is not limited to date such as contact details, membership history, and communication tracking thereby allowing inter-centre memberships as well as improving the efficiency of centre reporting – making everything needed for management decision making easily accessible
- Empower centre staff with easily customizable aspects of the platform and the website allowing accessible website building for updates on the centre and network level. Provides the ability for centres to make web pages on their own within the overall style guide of the network with a range of professionally designed templates to get staff started. For example, facilitating dedicated pages on the platform for centre specific blogs, calendars, photo galleries, or directories.

*Community Centre Management System must address the following elements which may include and are not limited to:*

1. Membership and Customer relationship management (CRM)
    1. *Membership*

Effective management of membership is key to any community centre. Reducing attrition, increasing pathways for enquiries, and understanding beneficiary needs are vital components to successful operations. This includes aspects such as: Customer Management; Membership Renewal Management; Picture Capture; Prospect Management and Online Members Services. The integrated client database must then:

- Retain detailed information that is instantly accessible to staff and manages client profiles, historical transactional and marketing information.
- Maintain the ability to email individual members and user-defined segments – providing an innovative means of staying in touch with clients.

- Accommodate a diversity of membership levels and enables a membership card to be used for a whole range of purposes from an electronic access key to a payment card.
- Be able to collect subscriptions by direct debit and can accommodate joining fees, rolling memberships and automatic renewals.
- Be capable of operating multiple memberships and/or programming subscriptions within the same record where applicable. Providing a single record for members with multiple memberships, enhances data integrity and reduces staff administration requirements.
- Provide flexibility in charging options. This makes it easy for the centre to administer complex membership structures and ensures the member always pays the correct amount.
- Manage variable subscription payment frequency and installment due date thereby enhances the subscription payment offering to the member and assisting in customer retention.
- Maintain capability for family plans allowing multiple memberships to be administered from one master record. This reduces administration overhead and provides enhanced customer service
- Facilitate picture capture and verification thereby providing enhanced security and member/visitor recognition. System must maintain capability for an unobtrusive and convenient way to capture Photo Identification.
- Facilitate picture identification visible on all terminals. This reduces fraudulent use of membership and ensures that charges are posted to the correct user.

1. *Individual Client Profiles*

    - Provide a single web-enabled database solution that holds all the key details on an individual and the groups they attend
    - Deliver an easy-to-use interface that allows group and individual details to be recorded quickly
    - Provide individual Client Accounts giving the opportunity for beneficiaries to log in and manage their upcoming schedules, transaction history, and profile details through their profile.
    - Maintain capability for Guest Checkout option that allows a beneficiary to skip full account creation on an initial visit on extraordinary circumstances but requires account completion on second visit
    - Considering community centres seek to provide services to multi-generational beneficiaries, providing family accounts makes it easy for beneficiaries to book and pay for programming/other services for their family and relatives from one

account. Parents can easily book for their children and view their schedules under one profile.

- Provide customizable fields to allow information collection that is vital to your centre operations like age, or location, or allergy information
- Maintain Liability Waiver functionality. Allow beneficiaries to Waive off liability to services by getting them to sign and accept operational policies through a digital liability waiver form. Automatically send a copy of the signed waiver to the beneficiary with the booking confirmation email and maintain a copy connected to client profile.

2. *Customer Relationship Management*

- A centralized and easy-to-use CRM Centre membership database gathers all the information staff needs about respective members, beneficiaries, volunteers, and facilitators. Each person's profile gives you all their information and history
- Organize groups in CRM Platform allows centre to create groups to communicate easily with different people by sending targeted information. By allowing for the database to be segmented according to various criteria, centres across the network are better able to monitor community, target emails, discounts, etc.
- Track attendance with time sheets Functionality for attendance sheets allow centre to keep track of your community's participation in activities.
- Data is centralized & 100% secure All personalized data entries on community centre beneficiaries are stored securely in one place, so that centres and Network Management can access info on beneficiary member status, purchase history, contact options etc. with user accounts that are encrypted with SSL certificates.
- Networks are managed at all levels Platform allows entire network's data to be centralized in one CRM while simultaneously giving autonomy to all your community centres.
- Comprehensive Integrated Records Management Maintain a detailed record of community centre member data and history, such as online transactions, e- commerce receipts, and membership duration.
- Manually enter memberships or set up online registration Simplify the membership process with online registration while maintaining the option of manual entries.
- Use statistics to grow community centre reach Get valuable insights into centre operations with statistics that can be used to aid sponsorships, grant applications, strategic decision making, and much more.
- Members-only content Create private website pages that are only available for respective community centre members. Similarly, allow for centre to build a

member directory or develop targeted articles to boost engagement ahead of membership drive.

- Automatic invoices and receipts Set up and personalize automatic invoices and receipts so that members can receive immediate proof of purchase
- Powerful search feature Search for specific contacts or filter through CRM based on multiple criteria provided through metadata.
- Export Excel data Option to easily export your entire CRM or just a defined group of contacts.
- Organize contacts into groups By defining certain criteria, platform can build groups autonomously, without any manual intervention. One or more group administrators may then be assigned to oversee management of these groups.
- Detect and merge double accounts Platform allows centres to keep data clean and organized by merging double accounts with no data loss or need for technical intervention.
- Delegate management Assign different administration rights to one or more people and grant them access to multiple features. Functionality may include and is not limited to the ability to create emails, events, launch fundraising campaigns, and edit website and blog.

3. *User-Focused Platform*

- Mobile-friendly booking platform Considering the needs of multi-generational beneficiaries, platform allows all pages to run seamlessly on mobile devices to give the same booking experience across all devices.
- Fair and equitable access Allows users to setup recurring payments on subscriptions that bill automatically as an ideal way to retain customers and ensure prompt payments.
- Contactless check-ins Platform allows centres to check beneficiaries into the facility using contactless check-ins via QR code.
- Option for Zoom integration Where provided, beneficiaries can join online video sessions through native zoom integration
- All-in-one mobile app Mobile app integration as a simple way for users to view schedules and facilitators/management to see attendees.
- Beneficiary Management Ability of facilitators, management, and administrators to manage beneficiaries and view custom information directly from the mobile app.
- Check-ins Make tracking attendance more efficient, allowing management and facilitators to check in and track attendance for individual sessions.

- Communication Ability for facilitators to send instant messages and have email delivered to beneficiaries enrolled in programming from mobile devices.

2. Centralized Booking and Scheduling Management System

- Facilitating onsite, online, and mobile bookings across customer segments
- Development of booking platform that considers various aspects of the Community Centre Business Model; including and not limited to Sec. 5.5 (events talks and workshops)
- Mobile-accessible booking platform considering the needs of multi-generational beneficiaries allowing all pages to run seamlessly on mobile devices to give the same booking experience across all devices.
- Streamlined reservations procedure with enhanced customer service levels thereby maximising service provided to beneficiaries through functionality such as: a Single Centralised Booking System; Multi-Centre Availability Search for cross-centre programming; Automatic Price calculation for paid programming with adapted access with those with an ‘at-risk youth’ profile or precalculated discounts; Conference bookings; group bookings; and Event Billing
- Allows booking of all programming options in a centralized system with back-end control of the arrival of beneficiaries and no shows.
- Provide a cohesive system that gives strict financial control of any bookable activity accessible from any onsite point of sale.
- Seamless integration with Point Of Sale Booking transactions providing a fully auditable booking process reducing human error.
- Easy to use calendars and service-based calendars ensure centres are on top of schedules at all times. Functionality that allows centre to view and manage individual schedules and attendees for a particular service.
- Communicate from calendars allowing facilitators and staff to deliver last-minute updates to beneficiaries and notify attendees of a particular schedule through email.
- Manage attendees to get an overview of each schedule's attendees, cancellations, check-ins, and waitlists, directly from the calendar.
- Set staff schedules allowing centres to set and manage individual work hours and services linked to each facilitator/staff member. Allows facilitators/staff members to connect their calendars to stay updated on the schedule for the day.
- Integrated waitlist functionality ensuring beneficiaries are alerted when a slot is freed up on a schedule.
- Built in functionality for suitable price generation allowing preconfigured price structure to be generated to include visitor category, time, and date parameters.

- Enable online interaction with beneficiaries by providing 24/7 access to programming bookings; Pricing; Promotion Codes; and Online Registration

3. Event Management

Easily manage events that bring community together.

- Set up online event registration When organizing workshops, meetings, and fundraising events, platform allows centre to set up event registration quickly so staff can focus on tracking RSVPs and promoting the events.
- Choose sign-up form access Allows centres to delineate between open registration for an event or one limited to a certain customer segment of the CRM database.
- Event Payment Management Allows centres to check the payment status of all participants and quickly send follow up emails to some participants
- Customize event campaign Set prices, add images, limit the number of participants, and customize tickets for printing.
- Follow & analyze sales in real time Analyze events after their completion by collecting data on participants and ticket revenue. By providing access to event statistics, centres can adapt their actions to improve next event.
- Integrate events with an automatically updated CRM Automatically add event participants to CRM contact database or import them manually using excel, so centres can invite them to upcoming events and involve them in future activities.
- Offer multiple payment methods Offer traditional payment methods like cash and check, or allow online card payments, either by installments or in one go, using an GoBH-approved, secure third-party payment partner. Allow functionality for centres to easily issue refunds
- Scan event tickets Allow centre staff to scan tickets at the entrance to event and export a list of participants to keep track of attendance.
- Generate name tags & attendance sheets Once event registration is closed, allow centres to generate attendance sheets and name tags based on the information requested during registration.
- Communicate around the event Reach out to participants directly from attendance lists or post a calendar of upcoming events on centre website to keep attendees informed.
- Allow Multiple room configuration for conferencing. Facilitate the configuration of multiple room bookings, including multi-area rooms which can be divided into more than one room. System must retain functionality that prevents overbooking of any of the areas.

- Variable package pricing Sell packages which contain multiple elements of revenue, whilst showing the customer total price. System automatically ensures the revenue split is correctly apportioned to the applicable nominal account, improving transaction accuracy.
- Itinerary in booking Give the ability to create a customised itinerary from pre- written templates. Stored against the booking, system allows for the itinerary to be distributed by email.
- Detailed invoicing for Events. Create single bookings that encompass any event. Allow group-event bookers to tailor packages to suit their requirements, whether that means more than one time or more than one of your facilities.
- Social Media Optimization Create seamless integrations across social media channels for the delivery of information regarding programming from the platform

4. Reporting and Operations/Business Intelligence and Analysis

Reporting and Business Intelligence is vital to understanding any business, it drives key management decisions based on real-time data or on a more strategic long-term level based on trends and forecasting. This includes integrations for: report and graph generation; comprehensive centralized reporting; and account integration.

1. *Programme Monitoring & Evaluation*

- Allow key management decisions based on real-time data ensuring alignment to reporting requirements including and not limited to those delineated in Youth and Community Centre Business Model Section 10
- Facilitate simplified reporting and management information that measure alignment to key success factors sec 7.1
- Provide best value performance indicators leveraging production of data such as Contact, Participant, Recorded and Accredited Outcomes etc.
- Measure and report on enrollment statistics, attendance, and programming popularity

2. *Monitor website performance and statistics*

- Track your website and platform performance with the number of visits and time spent on your web pages. Ability to link website to a Google Analytics account to optimize your content.

3. *Financial Management/Audit*

- In alignment with finance, accounting, audit, and procurement requirements provide comprehensive reporting

4. *Sales Reporting*

- View an exhaustive list of all unique bookings with the centre. Manage, delete, and export these for management convenience.
- Gain eminent insights and analytics around the performance of centre services. View number of beneficiaries who purchased a service, projected revenue from each service, etc.
- Provide a quick glance/insight into operational stats, view visible gains, losses, bookings, cancellation, etc. week over week.
- Provide collated analysis of sales figures with one click exports; filter revenue by service type and view refunds and cancellations.
- Access all reporting data at your fingertips under Reporting and Data Center. Import and export clients, family members, bookings, subscriptions, etc.

5. Integrated Access Control and Admissions Management System

- Tracks beneficiary entry, exit, and interactions with programming
- Barcode creator and integrations with scanning equipment to monitor on site attendance levels
- Integrated Access Control module means that your beneficiaries can bypass the reception desk with a Fast Track Arrival option at a barrier or turnstile for pre-paid or free programming. Integrations may include: Contactless Card or Band; QR Codes; Door, Barrier or Turnstile; Automated Arrival; Automated Suspension
- Access Control package that seeks to ensure the safety of community centres and beneficiaries. Integrations from electronic barriers through to on-screen members' pictures, a comprehensive security software should have the capability to operate virtually any door, turnstile or barrier through the use of Card or PIN access. This reduces the need for multiple cards allowing membership cards to be used as door entry cards where possible.
- The ability to display members pictures on any point of sale or PC, offering staff a unique identification tool
- Access through Mobile apps, websites and QR code to gain to access to community centres
- Capability for user-varied security clearance allowing defined security groups that provide classification by beneficiary, facilitator, centre management and administration. Access may be configured by user type and time to reflect the operational rules of the centre.
- Ability for integrated functionality for door/barrier control there by allowing for all entry attempts –whether successful or not – to be logged providing a fully auditable and traceable log.

1. *Access Key Expansion Functionality*

Potential for added functionality for printed access key cards

- Multi-Functional Single Use Card Provide the opportunity to use one card to access all approved areas within the facility.
- Proximity Card Or Contactless Technology Ability to determine how beneficiaries gain access secure areas within the building. System maintains functionality for cards, wristband or key fob
- Member Card Printing Personalisation of customer's single use card from data held in the Customer Relationship database. Cards can be issued and replaced instantly including photo Identification for increased security.
- Card Issued by Back Office and Community Centre Management improved beneficiary experience by integrations that allow for instantly issuing new or replacement cards from any terminal.

6. Backend Team, Employee, and Facilitator Management

- Allow varied access for management, administration, and programming facilitators
- Ability to add and remove team members
- Provide Team Access & Permissions Control to delineate what staff can access; enable fine controls to ensure access management over multiple levels such as manager, facilitator, volunteer.
- Two-way sync ensures integrated scheduler checks for conflicts and shows available slots to beneficiaries for a real-time booking experience.
- Ensure staff is updated on new bookings and cancellations on their services, with email confirmation and cancellation reminders.

7. Marketing and Communications Management

Provide integrated marketing and communications management considering Business Model sections that include and are not limited to: 5.6 (marketing strategy), 5.7 (customer segments) 5.8 (community participation strategy) and Sec 7.3 (Fundraising Strategy)

- Integrations for SMS and Email campaigns as well as pre, post, and interim surveys, evaluations, and assessments
- Creation of and integrations with social media channels to ensure efficient and effective delivery of promotional and advertising campaigns
- Ability to capture leads and inquiries directly from centre social media channels.

- Provide space to showcase programmes, programming packages, and memberships on platform.
- Integrations for communications channels and funnels to set up appointments, rent out facilities, and sell tickets for events.
- Develop unique marketing and communications campaigns based on beneficiary groupings and customer segments. Offer different rates and discounts. Adapt to different payment methods, such as online payment, checks, and cash.
- Collect all the information needed from beneficiaries through a sign-up form allowing marketing and communications details to be found automatically through integrated CRM.
- Provide integrations that sync campaigns with CRM and finances allowing everything from new user accounts to member purchases to be automatically updated in your database.
- Provide pathway for set up and launch of campaigns to be easy and efficient.
- Provide an optimized member experience from initial contact through to services allowing beneficiaries to register, pay, and create their account autonomously
- Link email lists to CRM allowing centres to send targeted messages to respective target audiences directly from your CRM database.
- Provide integration for targeted and efficient newsletter creation including functionality that includes and is not limited to the ability to click and drag images and text to create newsletters. Include the ability to personalize emails to each recipient with merge fields from the CRM database.
- Allow platform to analyze statistics of email campaigns – i.e. once emails are sent, provide access to their open, click-through, and bounce rates. These statistics help evaluate the effectiveness of emails, so centres can continuously improve their communication.
- Provide segmented email listings pulled directly from contact database to facilitate targeted messaging (for example to volunteers, donors, or facilitators)
- Allow centres to create unique email newsletters with unique style and design from pre-set templates.
- Track the open and click-through rates of sent emails for valuable insights on the performance of communications.
- Provide auto email set ups
- Create and manage unique discount codes which can be availed on selected services, run campaigns for retention, and attract potential beneficiaries with discounts.
- Automate delivery of personalised & white-labelled reminders for upcoming services and due payments to beneficiaries.

- Get discovered across Search Engines with unique Meta Title and Meta Description.
- Allow centres to fun ads, track analytics, and have any javascript installed via Google Tag Manager. Create remarketing audiences seamlessly for Facebook and Google Ads.

8. Integrated Onsite and ePayment Systems

Integrate seamless online and onsite payment portal for individual client payment and group event bookings including consideration for the Community Centre Business Model including aspects including and not limited to Sec. 7.3. (Fundraising Strategy)

- Accepts payments online from beneficiaries with a range of PCI-compliant payment gateway options.
- Allows setup for recurring payments on subscriptions that bill automatically as an ideal way to retain customers and ensure prompt payments.
- Book services for beneficiaries from centralized dashboard as well as send payment links to confirm or cancel bookings
- Send payment link via email and other custom payment methods and get notified of the payment
- Provide option for centre allow beneficiaries to skip the payment and fast forward their booking flow in instances where payments collection is allowed over the counter on-site
- Have a clear vision of all financial transactions, easily see and sort through overdue payments and use platform to send payment reminders via email
- Provide fully secure transactions
- Give functionality for one-click refunds. Once confirmed, database will automatically sort recordkeeping procedure

1. *Electronic Point of Sale*

Manage transactions in fully integrated Point of Sale module to provide a smooth, simple, and speedy beneficiary experience when paying for activities and services. This includes integrates for: Touch Screen Point of Sale; Bundle Sales and Integrated Electronic Payment

- Links to a detailed Transaction Audit that tracks programming payments including a sales history by item, facilitator and customer segment enabling informed decision-making on programming mix.
- Interacts with Customer Relationship Management module and the Booking module directly from the Point of Sale providing a single point of service for beneficiaries.

9. Integrated Finance, Audit and Procurement System

Facilitate easily managed financial reconciliation and oversight in line with delineated workflows for procurement and accounting including considerations of Community Centre Business Model Sections including and not limited to Sec. 7.3 (Fundraising Strategy) and Sec. 6 (Economic and Financial Analysis)

- Produce automated invoicing for functionality such as subscriptions thereby reducing administration overhead and ensures accurate and easy to understand billing for beneficiaries.
- Inclusion of Payment Request Letter Templates which may be configured to automatically produce a subscription renewal reminder.
- Capability for maintaining Direct Debit management in house through GoBH approved third-party payment platform.
- Leverage double entry accounting and audit principles facilitating the production of a balanced journal that automatically updates the accounting system. This provides financial integrity and reduced staff administration.
- Include integrations to a wide range of accounting packages including SAGE.
- Provide a unique double entry sales ledger with the ability to audit all activity within the ledger. Provides a pathway for easy administration of levy and credit account schemes.
- Tracks every movement of the sales ledgers through secure journal posting audits. System may then provides a quick and easy way to enter batches of cheques and payments to reduce mis-postings and errors.
- Transfer incorrect postings to the correct account through ledger-to-ledger transfer functionality. This yields a quick and easy way to move transactions between customer accounts.
- Allow invoices be configured to produce invoices for subscriptions paid, ensuring accurate and easy to understand documentation for outstanding balances.
- Keep track of individual outstanding debt records, providing an effective tool to avoid overdue accounts and bad debt.
- Produce on demand statement of account for beneficiaries and management. System should provide an up-to-the-minute and concise document detailing outstanding transactions. Making it easy to collect outstanding money and eliminate queries.
- Allow centre to remain in control of finances with Membership and Booking income automatically allocated whilst invoices can be posted directly to clients ledgers. This includes: Central Sales Reporting; Transaction Audit Reporting and Accounts Integration

10. Integrated Records Management System

- Functionality to house documentation and metadata that might include and is not limited to liability waivers, health records, contractual agreements, invoices, infractions/bans, client profiles, employee records etc.
- Easy Search and Retrieval
    - Configure function-specific search for assigning to different users or user groups
    - Enable search based on record name, author, date, etc.
    - Access records, documents, and folders with the help of the associated metadata
    - Execute a full-text search on the entire content
    - Simplify frequently used operations, including Assign to File Plan, Search Record, View Record, View Properties, and Request Record

11. Programming Management

- Comprehensive Programming and Sessions structures that allows services to record activities along with plans, aims and objectives, membership lists, dynamic attendance lists and evaluation records.
- Association of multiple session records with any activity record each having an attendance list for beneficiaries, staff, facilitators, and volunteers; as well as a non-attendance list and the ability to create and evaluate outcomes for multi- generational beneficiaries
- Allows each session can be further divided into sub-sessions with each having their own plans, evaluation and attendance records

4. Methodology

- The Firm should include Community Centre Management System Development consultants who will coordinate with the firm's Community Development Subject Matter Experts, web designers and graphic designers with regards to the visualization and accessibility of the content to get an understanding of the content material and organizational context
- The project will involve creation of defined workflows
- There should be a logical and smooth integration across aspects of the platform

- The digitized packages should use a programming language that enables different access modalities (offline and online) where possible.
- Creativity and innovation are key in the development of entire assignment.
- GoBH would prefer the use of (customized) open-source technologies. If another platform is recommended, justification must be provided for its use
- Considering the new modality, the firm may choose to redefine the ways in which content is indexed and defined.
- The firm should define activities for each aspect of the management cycle and its governance which best support the overarching strategic goals (see Community Centre Business Model). The firm should consider the best format or method to present the required system and information in alignment with governance and approval steps and the centre management process more generally.
- The platform design should be supported by all browsers for a least their 2 most recent versions.

5. Qualifications/expertise sought (require educational background, years of relevant work experience, other special skills or knowledge required):
    1. CCMS Firm's Overarching Qualifications and Experience:
        1. At least five (5) years professional experience with demonstrated competence in developing 'to-be' business workflows, process analysis and performance consulting.
        2. At least five (5) years professional experience with demonstrated competence in developing Integrated Management/Information Systems inclusive of digitizing and migration of existing records
        3. At least five (5) years professional experience with demonstrated competence working in community development spaces with particular emphasis on developing solutions for organizations such as Community Centres and other Community-Based Organizations
        4. At least five (5) years professional experience with demonstrated competence in digitizing and migration of existing records into Records Management Systems and electronic-entry modalities
        5. At least five (5) years professional experience documenting standards, protocols, operations manuals and training plans for transfer of learning and quality assurance
        6. provide three (3) samples and visual walkthroughs of prior projects
        7. demonstrate experience in facilitation and train-the-trainer programme delivery

8. Experience developing training and orientation courses and ancillary material on Integrated Community Centre Management System portal navigation
9. At least five (5) years professional experience with demonstrated competence in customizing open-sourced Information and Management Systems within large organizations to allow for the creation of robust platforms with integrated interfaces. Organizations may include and are not limited to Public Sector organizations. Such demonstrated competence and proven success record will include and is not limited to providing advice and recommendation on bandwidth capacity, as well as hardware and software requirements (i.e. operating systems, browser plugins) in addition to websites and content sharing portals
10. A minimum of three (3) professional references who will verify the firm and product's competence and, professionalism, based on previous contractual relationships
11. Experience in working with large, diverse organizations, the Public Sector and small island nations are strong assets

2. Community Centre Management System Firm should have expertise in the following:
    1. Conceptual, Interpersonal, and requisite technical skills
    2. Facilitation and train the trainer program delivery
    3. Working with modeling, creating systems and processes that include data migration and organization in accordance with the needs and requirements of multiple stakeholder groups
    4. Assessing technology software needs as well as present and future state requirements
    5. Assessment, monitoring, and evaluation methodologies with particular emphasis on creating multiple reporting formats

3. Team Composition should have the following expertise and skillset:

    1. Team Leader: at least a Master's degree in Computer Science, Programming, Website Design, or related field from an accredited educational institution and or related background/qualification at a Master's Degree level in Organizational Learning, Business

Administration, Public Administration, Systems Development or related field and at least 5 years' experience managing teams tasked with designing, developing and delivering Records/Information Management Systems and/or Operations Management Systems with interfaces that may include and are not limited to facilitating multi-user access with included functionality for management of member/client relationships; budgeting, finance and audit; procurement; human resources; communications; booking and scheduling; reporting and evaluation metrics; admissions and access; ePayments; programme management as well as working with e-based digitalized and interactive formatting. Excellent verbal and written Communication skills is a must.

2. Solutions Architect: at least a Master's degree level or equivalent in Computer Engineering from an accredited educational institution and at least 5 years' experience designing, developing and implementing records management, information management solution, operations management or similar, with demonstrated knowledge and skill in system analysis. At least 5 years in IT Architecture and Standards, and Cloud development. Excellent verbal and written communication skills is a must;
3. Solution Developer: at least a Master's degree from an accredited educational institution, in Computer Science, or related field, with a minimum of 5 years prior experience in Computer Programming, System Analysis, Software Debugging and Testing, for the design, development and implementation of a records/information/operations management systems. Also have demonstrated knowledge and skills in development languages and tools. Additionally, knowledge and skill in at least one common Software Development Methodology;
4. Business Systems Analyst: at least a Bachelor's degree from an accredited educational institution, in Organizational Development, Organizational Change, Performance Consulting and Human Resource Development, Business Administration, Public Administration or a related field; Professional designations as a business analysis is a plus. at least 5 years' experience analyzing, and designing systems for implementation, documenting workflows, and conducting performance consulting. Demonstrated knowledge

and skills in system analysis and design. Excellent verbal and written communication skills is a must;

5. UX/UI and Graphic Designer: at least a Bachelor's degree from an accredited educational institution, in Computer Science or a related field; at least 5 years' experience creating wireframes and prototypes for designing, developing and implementing systems for an Integrated Records Management System, Operations Management System and/or Information Management System or similar. Additionally, knowledge and skill in graphic design through the application of viable authoring tools for use on Mobile Devices, PCs and Tablets as well as Open-Source systems is required. Proven experience and visual design skills with at least three (3) years working with basic HTML and Flash programming as well as solid knowledge of Records Management Systems. Excellent verbal and written communication skills is a must;
6. Trainer: at least a Bachelor's degree from an accredited educational institution, preferably in adult education or human resource development with a specialty/certification in facilitation; at least 5 years' prior experience in facilitating content for front end and back end usage to diverse audience groups. Knowledge of Integrated Records Management System, Operations Management System and/or Information Management System or similar. Excellent verbal and written communication skills is a must.

6. Deliverables

Deliverable 1: Create Work Plan inclusive of corresponding timeline to be submitted within the first two (2) weeks of the consultancy. Outline in detail a methodology to design, develop and deliver integrated CCMS for multi-user access which notes details that includes and is not limited to the methodology for the digitization of records as well as necessary software and hardware recommendations. This work plan should outline the iterative approach to achieving the specific objectives of the consultancy.

Deliverable 2: Design a Blueprint of Integrated Platform (inclusive of Community Centre Brand Design Document)

A blueprint of community centre management system structure based on governance requirements, overarching Network management methodology as well as 'as-is' and 'to-be' processes

The blueprint should present a Design Document, and Corresponding Reporting Formats and be inclusive of details that include and are not limited to:

- Delineated access points,
- Requirements for Activity planning;
- Resource planning (all features for resources management)
- Control (all features needed to control budget, work, and results)
- Risk Analysis (all features for identifying, evaluating, monitoring, and managing risks and issues)
- Member/customer relationship management (CRM)
- Booking management and scheduling
- Reporting and operations intelligence/analysis
- Access control and admissions management
- Team, employee and facilitator management
- Marketing and communications management
- ePayment management
- Finance, procurement, accounting, and audit management
- Integrated records management
- General programing management, execution, and monitoring & evaluation
- Reporting (all features for reporting as well as business intelligence and analysis)
- Utility (all utility features i.e., to do list, filters, and customized fields)
- Stakeholder information (all features for recording and manage stakeholder information)
- Access permits (all features that allows to establish rules for accessing the database and documents according role)
- Type of software (all features that refer to the software installation mode)
- Type of license (all features that refer to the software type of license)
- User interface (all features that allow to store information on the project's users) Interdependencies management (all features that allow to manage the interdependencies between activities of different projects that share the same resources)

As a component of the overarching Blueprint, the firm will provide a Community Centre Brand Design Document that will guide the overall look and feel of the platforms UI and UX. Documentation will provide initial brand artifacts for approval prior to their integration throughout the integrated platform. These include and are not

limited to: Centre-specific logos and branding that demonstrate key similarities across the network and brand recognition for individual spaces

- Banners and promotional material for inclusion of various webpages of the integrated system
- Key material (e.g. flyers, brochures, videos, and pamphlets) for use in an advertising and promotional campaign that maintains strategic integration with requisite aspects of the integrated management system
- Creation of Social Media channels in preparation for their integration in the system to allow for efficient and effective delivery of promotional and advertising campaigns

Deliverable 3: Development of the Community Centre Management System Portal inclusive of integrated interfaces that provide the delivery of desired solution in line with approved Blueprint This includes Pilot testing Report submitted

Deliverable 4: Digitization and migration of existing records in line with governance requirements and overarching methodology

Deliverable 5: Internal Verification Stages (Alpha and Beta Tests) inclusive of test scripts and checklists that may include and is not limited to the following:

- *Verification Plan* inclusive of:
  - Select sample
  - Verification of veracity of process
- *Record of Outcomes* inclusive of:
  - Feedback to assessor
  - Recommendations
- *Internal Verification Report* inclusive of:
  - Appropriateness and clarity of platform and methodology
  - Validity and appropriateness of process steps for the aims of the overarching methodology and governance requirements
  - Proposed action

Deliverable 6: Develop and apply the use of short training and orientation courses on Portal navigation and usage inclusive of an end of programme evaluation methodology using the Kirkpatrick Evaluation Model. This includes and is not limited to the development and approval of requisite job aids as well as the submission and approval of a final report

7. Payment Schedule:

The period of engagement will be nine (9) months during which all deliverables must be met satisfactorily. The payment schedule is as follows:

- 10 % on submission and acceptance of Deliverable 1 – Work Plan (within 2 weeks of Contract signing.)

- 20% On submission and acceptance of Deliverable 2 – Blueprint Document

- 25% Upon submission and acceptance of Deliverable 3 – Development of the Community Centre Management System Portal

- 15% Upon submission and acceptance of Deliverable 4 – Digitization and migration of existing records

- 15% Upon submission and acceptance of Deliverable 5 – Internal Verification Stages (Alpha and Beta Tests) inclusive of test scripts and checklists

- 15% Upon submission and acceptance of Deliverable 6 – Training and Orientation Courses and Final Report

8. Reporting Structure:

The Consultancy will coordinate with the Community Centre management and staff, and Component 1 and 2 Coordinator and where necessary the Government of The Bahamas stakeholders and community members and work under the overall supervision of the Ministry of Youth, Sports, and Culture; the Project Manager of Citizen Security and Justice Programme; and the Ministry of National Security.

9. Citizen Security and Justice Recourse:

The Citizen Security and Justice Programme reserves the right to withhold all or a portion of payment if performance is unsatisfactory, if work outputs are incomplete, not delivered or for failure to meet deadlines.

10. Proposal Evaluation:

The firm's proposal will be evaluated using a weighted scoring method based on technical and financial criteria.

11. Documents to be included when responding to the Expression of Interest

Interested firms should submit the following documents:

Letter of Interest, (dated and signed), along with brochures, website URL, description of similar assignment, experience in similar conditions, availability of appropriate skills among staff.

Completed updated CVs on behalf of all team members

Include biographies and relevant experience of key staff, and management personnel who will work on this project, along with their specific role and responsibility for this project. Affirm that no employees working on the engagement have ever been convicted of a criminal either inside or outside the Commonwealth of The Bahamas.

The nature of this project and solution is deemed a matter of National Security, and for due diligence, the following is required of the principles and partners of the company.

a. A copy of a valid passport
b. Police Character Reference
c. Proper Address (local and abroad)

(All of the above copies should be apostilled)

12. Obligations of Citizen Security and Justice Programme, Project Implementation Unit: The Citizen Security and Justice Programme's Project Implementation Unit agrees to:

a. Review and provide feedback on consultancy deliverables
b. Provide the consultancy with all necessary logistical support to ensure that the consultancy undertakes the assignment with reasonable efficiency.
c. Meet all agreed cost related to the consultancy.
d. Provide relevant documents and make all necessary contacts that may be needed, and
e. Guide the Consultancy as needed and necessary

13. Intellectual Property Rights

The Bahamas Government shall hold all property rights, such as copyright, patents, and registered trademarks, on matters directly related to, or derived from the work carried out through this contract. The Consultancy shall avoid copyright violations on all work related to this contract.

**Attachments:**

https://devbusiness.un.org/system/files/BH%20L-1033-Terms%20of%20Reference%20-%20Integrated%20Community%20Centre%20Management%20System_FINAL.pdf