

HRD Terms of Reference

For PEC consultancies

Draft

Terms of Reference for a Program Management Consultant

Support for the support for Vulnerable Populations Affected by Coronavirus in Trinidad and Tobago (TT-T1113).

Background:

Prior to the COVID-19 pandemic and as set out in the National Social Mitigation Plan (NSMP), the Ministry of Social Development and Family Services (MSDFS) had started its own transformation process to become a more modern, user-friendly, agile and timely organisation that has the requisite skills and systems to provide social services to citizens. In keeping with this, the MSDFS is carrying out the following key transformation activities: (i) consolidating the management systems and processes of four (4) existing main cash grant programs (namely: Food Support Programme, Senior Citizen Pension, Disability Grant and Rental Assistance Grant) into a single integrated “one-stop shop” delivery department in order to improve efficiencies in processing applications and making cash grant payments and (ii) implementing its Integrated Social Enterprise Management System (ISEMS) to support the integrated “one-stop shop” as set in out (i) above.

Social Support and Empowerment (SSE) Unit. A key component of the NSMP was the creation of a Social Support and Empowerment (SSE) Unit at the MSDFS which is responsible for leading and implementing the institutional transformation process and acting as a “one-stop” to individuals that require the service of MSDFS. With the sudden occurrence of the COVID-19 pandemic and its potential for negative social impact on vulnerable groups, the MSDFS now sees as their top-priority to strengthen its (SSE) Unit in the areas of program management, change management and information technology in order to accelerate the transformation process. A fully operational SSE Unit will allow the MSDFS to move forward with deeper case planning and case management of its clients supported by the loan operation Support for Vulnerable Populations Affected by Coronavirus (SUVAPAC) TT-L1060 which seeks to ensure minimum levels of quality of life for vulnerable persons amid the crisis caused by COVID-19 and also determine the range of specific tailor-made services to all its clients and potential clients. To this end a Technical Cooperation (TC) TT-T1113 will provide support to the MSDFS and finance institutional strengthening activities of the SSE Unit.

The SSE Unit will utilize the Integrated Social Enterprise Management System (ISEMS) which is the technological framework for the integration of social services in the MSDFS. The design for the ISEMS was completed in 2019 and when fully implemented, it will be an online portal for facilitating client communication and access. It will serve to fully automate the cash grant processes and online applications with end-to-end processing-from intake to payment and further improve service delivery by offering a more direct linkage to beneficiaries.

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The Social Protection and Health (SPH) Division of the IDB is looking for an experienced and eligible consultant to assist the MSDFS in Trinidad and Tobago to strengthen the capacity of the SSE Unit in case management, program execution and for long term program planning.

What you'll do:

With the technical guidance of the Social Protection and Health Specialist at the IDB Country Office of Trinidad and Tobago, the Program Management Consultant will liaise with the designated personnel from the Ministry of Social Development and Family Services and other relevant Ministries and is primarily responsible for developing and supervising the implementation of a step-by-step action plan for the consolidation of the 4-cash grant programs into one single integrated “one stop shop” delivery unit to improve efficiencies in processing applications and making cash grant payments at the MSDFS. Specific tasks are as follows:

- Examine the action areas of the key stakeholders (Executive Consultant, Policy and Programmatic Oversight Committee, Inter Sectoral Oversight Committee and the MSDFS Internal Committee) with a view to eliminate duplication of efforts and compliance with the overall objective of the Consultancy.
- Prepare a Social Services & Empowerment Operational Plan (SSEOP) and other work/action plans.
- Develop a long-term program plan for the implementation of the SSEOP and other works/action plans.
- Operationalize the approved long-term program for the SSEOP.
- Continuous review and analysis of documents, inclusive of notes of meetings, project output documents and other associated project documents, to ensure the timeliness and quality of implementation of the SSEOP.
- Manage and conduct all operational activities of the project, examining the project with a view to identifying gaps and bottlenecks and provide recommendations for addressing same.
- Prepare reports on all matters related to the implementation of the SSEOP including problem and/or challenges that may be impacting on project delivery to bring to the attention of the MSDFS and IDB for timely action and intervention.
- Provide technical supervision to guide the Change Management Specialist and the Information Technology Specialist, monitor progress to ensure the outputs are delivered and accepted.

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- Serve as liaison/enabler between the consultant and the Executive to ensure inter alia, that reviews/approvals are completed in a timely manner and feedback is provided on key operational matters -reviews reports from the Consultant providing a synopsis with some analysis and recommendations to the Permanent Secretary to enable expeditious decision making.
- Assist with implementation of the approved projects/programmes emanating from the consultant reports in tandem with the project teams.
- In tandem with the Monitoring and Evaluation Units and Development Support Units, provide feedback on the effectiveness of the change management initiative and assist with the monitoring of its implementation.
- In tandem with the Communications Manager, ensure that the communication strategy is having the desired impact and make recommendations as necessary.
- Meet with the SSE Unit as deemed necessary, to examine the contents and specifics of the operation, its project executing tools and strategies.
- Through the SSE Unit ensure:
 - i. The SSE Unit is established as the liaison point with other Ministries, Departments and Agencies (MDAs) to implement a more integrated 'one-stop shop' programme of aid for the vulnerable and families.
 - ii. The SSE be the interface between persons in need of relief and support and the social services sector.
 - iii. The SSE be the primary information source and central repository on existing social programmes, application process and requirements for accessing programmes across the social protection landscape.
 - iv. The SSE facilitate the compilation of a database through registration of all vulnerable persons including the poor, unemployed and recently retrenched workers.
 - v. The SSE create a combination of benefits that addresses the specific needs of the client, drawing from programmes under NSMP.
 - vi. The SSE improve the efficiency and effectiveness of the social programmes with the best interest of the beneficiaries in mind.
 - vii. Examine the action areas of the key stakeholders (Executive Consultant, Policy and Programmatic Oversight Committee, Inter Sectoral Oversight Committee and the MSDFS Internal Committee) with a view to eliminate duplication of efforts and compliance.

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- Ensure that an automatic filing system is maintained for all functional areas of the project.
- Attends working sessions/Meetings of key stakeholders (Executive, Consultant, Policy and Programmatic Oversight Committee, Inter Sectoral Oversight Committee and the MSDFS Internal Committee).
- Provide a sustainability plan to cover the operations of the SSE Unit for two years after the end of the contract period.
- Other tasks related to the Support for Vulnerable Populations Affected by Covid-19 (SUV PAC) that may be implied in the Consultant's contract or assigned by the Employer.

Deliverables:

Deliverables	Contents	Timeline
Inception report	Work plan with information on the scope of tasks, methodology, reports, work schedule	1 week after signing of contract
Final SSEOP	As per functions of the SSE Unit described above and in Appendix 1	2 weeks after acceptance of Inception report
Long-term Programme Plan	For the implementation of the SSEOP	1 week after acceptance of final SSEOP
Monthly progress reports	Key elements associated with tasks performed; status of the implementation of the SSEOP, Change Management and IT; gap analysis and recommendations; important meetings attended with brief statements of their outcomes; work programme for the upcoming period; executive summary	First week in each month
Ad hoc reports	As requested by the Permanent Secretary or IDB	As required
Mid -term report	Progress and achievement of outputs, identify any bottlenecks or gaps, current status of the implementation of the SSEOP, change management and IT and any new proposed actions; executive summary	Mid-term
End of Contract Report	Sustainability plan with recommendations for future support, outputs delivered; challenges, explanation for any variations to the work plan and lessons learned. Executive summary	Two weeks before the end of the contract period.

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Skills you'll need:

Education: minimum of a Master's degree in Project Management and/or related social sciences area.

Experience: Minimum of three (3) years' experience in managing and coordinating operational activities in a project-related environment; at least one (1) year experience working in a project-related environment in the public sector or similar will be an asset; experience working on a project funded by an International Multilateral Organisations such as IDB will be an asset.

Languages: English required.

Core and Technical Competencies: Oral and written communication skills, analytical thinking, policy manuals and/or standard operating procedures drafting skills, achievement focus, diplomatic sensitivity and influencing skills and strategic thinking.

Opportunity Summary:

- **Type of contract:** Individual Contract
- **Length of contract:** 14 calendar months
- **Location:** Trinidad & Tobago
- **Responsible person:** SPH Team Leader
- **Payment:**on acceptance of reports
- **Requirements:** You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

Our culture: Working with us you will be surrounded by a diverse group of people who have years of experience in all types of development fields, including transportation, health, gender and diversity, communications and much more.

About us: At the Inter-American Development Bank, we're devoted to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48-member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. The Bank, pursuant to applicable policies, may contribute toward travel and moving expenses. In addition, candidates must be citizens of an IDB member country.

Visa and Work Permit: The Bank, pursuant to applicable policies, may submit a visa request to the applicable immigration authorities; however, the granting of the visa is at the discretion of the

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immigration authorities. Notwithstanding, it is the responsibility of the candidate to obtain the necessary visa or work permits required by the authorities of the country(ies) in which the services will be rendered to the Bank. If a candidate cannot obtain a visa or work permit to render services to the Bank the contractual offer will be rescinded

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the IDB, IDB Invest, or MIF as staff members or Complementary Workforce contractuels, will not be eligible to provide services for the Bank.

Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity based on gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, and religion. We encourage women, Afro-descendants and persons of indigenous origins to apply.

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Terms of Reference for a Change Management Specialist

Support for the support of Vulnerable Populations Affected by Coronavirus in Trinidad and Tobago (TT-T1113).

Background:

Prior to the COVID-19 pandemic and as set out in the National Social Mitigation Plan (NSMP), the Ministry of Social Development and Family Services (MSDFS) had started its own transformation process to become a more modern, user-friendly, agile and timely organisation that has the requisite skills and systems to provide social services to citizens. In keeping with this, the MSDFS is carrying out the following key transformation activities: (i) consolidating the management systems and processes of four (4) existing main cash grant programs (namely: Food Support Programme, Senior Citizen Pension, Disability Grant and Rental Assistance Grant) into a single integrated “one-stop shop” delivery department in order to improve efficiencies in processing applications and making cash grant payments and (ii) implementing its Integrated Social Enterprise Management System (ISEMS) to support the integrated “one-stop shop” as set in out (i) above.

Social Support and Empowerment (SSE) Unit. A key component of the NSMP was the creation of a Social Support and Empowerment (SSE) Unit at the MSDFS which is responsible for leading and implementing the institutional transformation process and acting as a “one-stop” to individuals that require the service of MSDFS. With the sudden occurrence of the COVID-19 pandemic and its potential for negative social impact on vulnerable groups, the MSDFS now sees as their top-priority to strengthen its (SSE) Unit in the areas of program management, change management and information technology in order to accelerate the transformation process. A fully operational SSE Unit will allow the MSDFS to move forward with deeper case planning and case management of its clients supported by the loan operation Support for Vulnerable Populations Affected by Coronavirus (SUVAPAC) TT-L1060 which seeks to ensure minimum levels of quality of life for vulnerable persons amid the crisis caused by COVID-19 and also determine the range of specific tailor-made services to all its clients and potential clients. To this end a Technical Cooperation (TC) TT-T1113 will provide support to the MSDFS and finance institutional strengthening activities of the SSE Unit.

The SSE Unit will utilize the Integrated Social Enterprise Management System (ISEMS) which is the technological framework for the integration of social services in the MSDFS. The design for the ISEMS was completed in 2019 and when fully implemented, it will be an online portal for facilitating client communication and access. It will serve to fully automate the cash grant processes and online applications with end-to-end processing-from intake to payment and further improve service delivery by offering a more direct linkage to beneficiaries.

The Social Protection and Health (SPH) Division of the IDB is looking for an experienced and eligible Change Management consultant to assist the MSDFS in Trinidad and Tobago to

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strengthen the capacity of the SSE Unit in case management, program execution and for long term program planning.

What you'll do:

With the technical guidance of the Social Protection and Health Specialist at the IDB Country Office of Trinidad and Tobago, the Change Management Specialist will work closely with the Program Management and IT Consultant and liaise with the designated personnel from the Ministry of Social Development and Family Services, other relevant Ministries and is primarily responsible for the design and implementation of a step-by-step change management plan to ensure a smooth seamless transition in the organizational transformation process at the MSDFS. Change Management Planning for the Ministry must result in the re- designing of the Ministry to fulfil the requirements of a modern public sector and identify the required capacity for meeting established standards for: customer service; use of technology; integrated planning and policy making; consultative and participatory decision making; strategic and developmental human resource management and leadership; portfolio performance management; and resource management and accountability. The Change Management Specialist will be responsible for leading, managing and planning the governance of change projects and programmes across MSDFS and the specific tasks are as follows:

- Formulate the programme of work for leading, developing and inspiring the change delivery resource, and creating a paradigm shift in performance to enable change delivery best practice.
- Conduct a Prior Options Review to determine the most effective and efficient arrangement for functions under the Ministry's portfolio; The Consultant while executing this aspect of the Strategic Review will be required to:
 - a) Review the Ministry's existing vision, mission and strategic objectives in relation to its overall mandate to determine strategic alignment;
 - b) Review the existing sector policies, legislation, and regulations to determine if they are in support of the ministry's mandate;
 - c) Review the organizational functions and operations of the Ministry to identify functions that support or do not support the Ministry's mandate, and determine organizational overlaps and duplications that may exist within the Ministry, the wider portfolio or with other governments entities;
 - d) Analyze the Ministry's Strengths, Challenges, Opportunity and Threats (SCOT Analysis) in relation to its current operations and performance;
 - e) In light of the mission, strategic objectives and the SCOT analysis, recommend the most appropriate operational models for any functions recommended to be moved out of the Ministry or to be transferred into the Ministry;
 - f) Prepare Prior Options Report, documenting the findings and analysis with accompanying recommendations identifying for each existing function of the Ministry; what functions should be retained, improved, abolished or divested; the rationale and value for money implications of the recommendation; and, any related implementation risks.

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- Conduct an Organizational Review that assesses the strategic framework for the Ministry and develop proposals for high-level business process changes. The Consultant while executing this aspect of the Organizational Review will be required to:
 - a) Undertake an organizational review that proposes a strategic framework for the Ministry and provides proposals for business process changes, and includes proposals for revising the mission, vision and strategic objectives aligned to the Ministry's mandate;
 - b) Identification of roles responsibilities and business processes required at the strategic management and Unit levels, for the effective management of the modernised Ministry;
 - c) A gap analysis that determines the extent to which the Ministry is providing policy guidance and performance management for its Agencies and Departments;
 - d) Identification of a performance framework for the transformed Ministry that identifies key outputs and outcomes, performance indicators and targets;
 - e) Definition of a detailed Functional Chart for the modernised Ministry with proposed recommendations for staffing including accompanying Job Descriptions & Specifications;
 - f) A review of the existing legislation to determine alignment of legal mandate and its performance outcome(s), and where necessary, recommendations to strengthen the legislative framework;
 - g) Examination of the Ministry's current culture, inclusive of its shared values, norms and practices and style of management to determine its alignment with the strategic objectives and mission.
- Prepare a comprehensive Strategic Review Report of the findings from the assessment and the associated recommendations for the most appropriate solution for the MSDFS as a Policy-Focused Ministry operating to achieve the key national development goals and public sector management functions. The report should outline, inter alia:
 - a) proposed vision, mission and strategic objectives of the transformed ministry;
 - b) human and financial management functions that will bolster, support and provide an effective performance-based management to enhance reporting, accountability and service delivery;
 - c) overall strategies for governance and accountability to improve the Ministry's performance;
 - d) mechanisms for the on-going development and performance improvement of the Ministry;
 - e) mechanisms to ensure organizational learning and innovativeness to meet global and environmental demands;
 - f) requirements for management information and communication systems to support the recommended business processes within the Ministry;
 - g) mechanisms and strategies to create an organizational culture supportive of a transformed Ministry.

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- Prepare a Risk Assessment and Mitigation Plan following the determination of the key risk factors in achieving positive outcomes associated with the recommendations posited in this Strategic Review.
- Prepare and provide a Change Management Strategy and Implementation Plan to support the recommendations of the Strategic Review. In preparing this report the consultant will be expected to:
 - a) document standards to promote new cultural/behavioral values and attitudes;
 - b) design and administer capacity assessment instruments to manage change;
 - c) design culture management interventions geared at promoting the sustainability of the desired behaviors and mindset;
 - d) design a change management and communication plan to mitigate re- organization related risks.
 - e) develop a system to monitor and report on the implementation of the change process.
 - f) facilitate the implementation of the Change Management Strategy and Implementation Plan
- Create a Training and Coaching plan so that staff within MSDFS who take part in the transformational process are able to contribute to and 'own' the systems and procedures and consequently develop the skills to sustain the transformation.
- Set clear and measurable objectives of organizational change actions with milestones and check their progress on a continuous basis through self-assessment; contribute to monitoring the implementation of the change process.
- Communicate and promote the benefits of organizational change at all levels in line with the new vision of the organization.
- Reporting to relevant governance boards on key projects across the MSDFS and providing assurance over delivery of portfolio
- Creating a culture of continuous improvement within the MSDFS and helping all areas of the organization to use Continuous Improvement tools and techniques to improve customer satisfaction, benefits realization and staff engagement targeting those areas that offer the greatest reward in delivering the strategy
- Managing the impact of change on culture, people and processes within the MSDFS
- Developing a learning pathway for MSDFS Change Management to include scalable change and project management learning
- Designing programmes and contributing to seminars and workshops hosted by the Ministry.
- Representing the Ministry at various fora.
- In tandem with the Monitoring and Evaluation Units and Development Support Units, provide feedback on the effectiveness of the change management initiative and assist with the monitoring of its implementation.
- In tandem with the Communications Manager, ensure that the communication strategy is having the desired impact and make recommendations, as necessary.
- Through the SSE Unit ensure:

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- a) The SSE Unit is established as the liaison point with other Ministries, Departments and Agencies (MDAs) to implement a more integrated 'one-stop shop' programme of aid for the vulnerable and families.
 - b) The SSE be the interface between persons in need of relief and support and the social services sector.
 - c) The SSE be the primary information source and central repository on existing social programmes, application process and requirements for accessing programmes across the social protection landscape.
 - d) The SSE facilitate the compilation of a database through registration of all vulnerable persons including the poor, unemployed and recently retrenched workers.
 - e) The SSE create a combination of benefits that addresses the specific needs of the client, drawing from programmes under NSMP.
 - f) The SSE improve the efficiency and effectiveness of the social programmes with the best interest of the beneficiaries in mind.
 - g) Examine the action areas of the key stakeholders (Executive Consultant, Policy and Programmatic Oversight Committee, Inter Sectoral Oversight Committee and the MSDFS Internal Committee) with a view to eliminate duplication of efforts and compliance.
- Attends working sessions/Meetings of key stakeholders (Executive, Consultant, Policy and Programmatic Oversight Committee, Inter Sectoral Oversight Committee and the MSDFS Internal Committee).
 - Provide a sustainability plan to cover the operations of the SSE Unit for two years after the end of the contract period.
 - Other tasks related to the Support for Vulnerable Populations Affected by Covid-19 (SUV PAC) that may be implied in the Consultant's contract or assigned by the Employer.

Deliverables:

Deliverables	Contents	Timeline
Programme Work and associated Gantt Chart	A time-bound Programme of Work Plan identifying activities, methodology and required resources, this should be linked to a Gantt outlining tasks, duration and start and end dates	2 weeks after signing of contract
Draft Prior Options Report	Analysis of strategic objectives, sector policies, legislation, regulations, organisations, functions, operations, SCOT analysis and recommendations for the most appropriate operational models	6 weeks after acceptance of Programme Work Plan
Finalized Prior Options Report	Changes agreed should be reflected in the final report. Submitted within the timeframe agreed	2 weeks after submission of Draft Prior Options Report

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Strategic Review Report (future State Report)	Identify most appropriate solutions, proposed vision, mission and strategic objectives; human and financial management, strategies for governance and accountability to improve the Ministry's performance; mechanisms for on-going development and performance improvement; organizational learning and innovativeness; requirements for management information and communication systems; mechanisms for organizational culture of a transformed Ministry	6 weeks after acceptance of Prior Options Report
Risk Assessment & Mitigation Plan		2 weeks after acceptance of Strategic Review Report
Change Management Strategy and Implementation Plan	Detailed action plan inclusive of an indicative implementation timeline and appropriate Change Management Strategy & Plan for the transformation of the MSDFS including Standards to promote new cultural/behavioural values and attitudes capacity assessment instruments to manage change; capacity development plan; culture management interventions; change management and communication plan	4 weeks after acceptance of Strategic Review report
Training and Coaching Plan	Outlining activities to be undertaken to cover the transfer of knowledge to the staff within the transformational process	2weeks after acceptance of Change Management Strategy and Implementation Plan
Monthly progress reports	Key elements associated with tasks performed including overall progress in the implementation of the SSEOP, Change Management Strategy and Implementation Plan; update of the work plan and proposed changes; all advice given within the period; recommendations; important meetings attended with brief statements of their outcomes; work programme for the upcoming period; executive summary	First week in each month commencing 8 weeks after contract signing
Final Evaluation Report	Sustainability plan with recommendations for future support, outputs delivered; challenges, explanation for any variations to the work plan and lessons learned. Executive summary	Two weeks prior to contract end date

Skills you'll need:

Education: Minimum of a Post Graduate Degree in a Social Science (Management/Social Work/ Business Administration), Public Sector Governance Internationally recognized PROSCI Change Management Certification; Certification in Project Management, Strategic Planning, Organizational Development

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Experience: Minimum of ten (10) years' working experience leading the process in a Change Management environment, Strategic Planning, Institutional Analysis and diagnosis; at least two (2) years' experience working in a project-related environment in the public sector or similar will be an asset; experience working on a project funded by an International Multilateral Organizations such as IDB will be an asset.

Languages: English required.

Core and Technical Competencies: Oral and written communication skills, analytical thinking, policy manuals and/or standard operating procedures drafting skills, achievement focus, diplomatic sensitivity and influencing skills and strategic thinking.

Opportunity Summary:

- **Type of contract:** Individual Contract
- **Length of contract:** 14 calendar months
- **Location:** Trinidad & Tobago
- **Responsible person:** SPH Team Leader
- **Payment:**on acceptance of reports/deliverables
- **Requirements:** You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

Our culture: Working with us you will be surrounded by a diverse group of people who have years of experience in all types of development fields, including transportation, health, gender and diversity, communications and much more.

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Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity based on gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, and religion. We encourage women, Afro-descendants and persons of indigenous origins to apply.

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Terms of Reference for an Information Technology Specialist

Support for the support for Vulnerable Populations Affected by Coronavirus in Trinidad and Tobago (TT-T1113).

Background:

Prior to the COVID-19 pandemic and as set out in the National Social Mitigation Plan (NSMP), the Ministry of Social Development and Family Services (MSDFS) had started its own transformation process to become a more modern, user-friendly, agile and timely organisation that has the requisite skills and systems to provide social services to citizens. In keeping with this, the MSDFS is carrying out the following key transformation activities: (i) consolidating the management systems and processes of four (4) existing main cash grant programs (namely: Food Support Programme, Senior Citizen Pension, Disability Grant and Rental Assistance Grant) into a single integrated “one-stop shop” delivery department in order to improve efficiencies in processing applications and making cash grant payments and (ii) implementing its Integrated Social Enterprise Management System (ISEMS) to support the integrated “one-stop shop” as set in out (i) above.

Social Support and Empowerment (SSE) Unit. A key component of the NSMP was the creation of a Social Support and Empowerment (SSE) Unit at the MSDFS which is responsible for leading and implementing the institutional transformation process and acting as a “one-stop” to individuals that require the service of MSDFS. With the sudden occurrence of the COVID-19 pandemic and its potential for negative social impact on vulnerable groups, the MSDFS now sees as their top-priority to strengthen its (SSE) Unit in the areas of program management, change management and information technology in order to accelerate the transformation process. A fully operational SSE Unit will allow the MSDFS to move forward with deeper case planning and case management of its clients supported by the loan operation Support for Vulnerable Populations Affected by Coronavirus (SUVFAC) TT-L1060 which seeks to ensure minimum levels of quality of life for vulnerable persons amid the crisis caused by COVID-19 and also determine the range of specific tailor-made services to all its clients and potential clients. To this end a Technical Cooperation (TC) TT-T1113 will provide support to the MSDFS and finance institutional strengthening activities of the SSE Unit.

The SSE Unit will utilize the Integrated Social Enterprise Management System (ISEMS) which is the technological framework for the integration of social services in the MSDFS. The design for the ISEMS was completed in 2019 and when fully implemented, it will be an online portal for facilitating client communication and access. It will serve to fully automate the cash grant processes and online applications with end-to-end processing-from intake to payment and further improve service delivery by offering a more direct linkage to beneficiaries.

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The Social Protection and Health (SPH) Division of the IDB is looking for an experienced and eligible Information Technology Specialist consultant to assist the MSDFS in Trinidad and Tobago to implement the ISEMS IT system and integrate this platform within the SSE Unit.

What you'll do:

With the technical guidance of the Social Protection and Health Specialist at the IDB Country Office of Trinidad and Tobago, the Information Technology Specialist is primarily responsible for implementing the roll-out of the ISEMS Information Technology platform to support the single integrated "one stop shop" unit. ISEMS is an online portal for facilitating client communication and access and will serve to fully automate the cash grant processes including the implementation of online applications with end-to-end processing-from intake to payment. Specific tasks are as follows:

- Analyse the current system status of the ISEMS Information Technology platform, identify gaps to implement international best practice.
- Conduct the analytical review of ISEMS to determine the feasibility of various information and communications technologies (ICT) options and identify the best option for the way forward and propose organizational and operational strategies to ensure its success.
- Develop a comprehensive "roadmap" setting the direction and pace of the technological infrastructure for the duration of the programme and beyond in a coordinated and focused manner.
- Develop an Information Technology (IT) Plan for MSDFS, to better define the integration of the applications, security, and contingencies plans, and the appropriate platforms to ensure compatibility. The IT Plan must comprehensively integrate all institutional subsystems, inclusive of new workflow brought about by COVID-19 and document management systems. The plan must include listings of all resources onsite and vendor resources that are required to support the installed infrastructure.
- Prepare Integration of Plan for SSE Unit with detailed functional system descriptions for the new integrated model, institutional subsystems, inclusive of new workflow and document management systems, and a preliminary Training and coaching plan for the sustainability and maintenance of the IT infrastructure.
- Operationalize (and provide oversight) Integration ISEMS Plan.
- Implementation of components of the National Social Mitigation Plan through ISEMS including:
 - i. online portal for accessing critical services.
 - ii. online eligibility determination-allowing citizens the ability to access and screen for programme eligibility from home, kiosk, internet cafe or any office of the Ministry;
 - iii. provision of a single view of clients-allowing case workers operational efficiency through strong case management tools;
 - iv. provision of a foundation for working with citizens to become self-reliant and independent;

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- v. provision of the appropriate benefit in the specified amount on a timely basis to citizens; and
 - vi. establishment of a platform that can be leveraged to accommodate new services with relative ease in future phases (Ministry of Social Development and Family Services Social Services Business Modernization Project).
- Develop and implement an ISEMS roll-out Plan of extending screening for programmes in different phases and full automation of the 47 operations for the implementation of online applications with end-to-end processing-from intake to decision making for MSDFS.
 - Conduct a presentation to select Ministry stakeholders on the Information Technology Plan. The presentation should highlight the expected increase in productivity on implementation of the Plan, the move to a paperless/e-working environment, and the maintenance and sustainability of the IT infrastructure with a clear understanding of how this paradigm shift will impact upon stakeholders working with the MSDFS: a) as Executive and Technical Committees; b) customers; c) internal staff; and d) the GOTT.
 - Training of staff for the sustainability and maintenance of the IT infrastructure
 - Prepare reports on all matters related to the implementation of the ISEMS including problem and/or challenges that may be impacting on project delivery to bring to the attention of the MSDFS and IDB for timely action and intervention.
 - Assist with implementation of the approved projects/programmes emanating from the Program Management consultant reports in tandem with the project team.
 - In tandem with the Communications Manager, ensure that the communication strategy is having the desired impact and make recommendations as necessary.
 - Meet with the SSE Unit as deemed necessary, to examine the contents and specifics of the operation, its project executing tools and strategies.
 - Through the SSE Unit ensure:
 - i. The SSE Unit is established as the liaison point with other Ministries, Departments and Agencies (MDAs) to implement a more integrated 'one-stop shop' programme of aid for the vulnerable and families.
 - ii. The SSE be the interface between persons in need of relief and support and the social services sector.
 - iii. The SSE be the primary information source and central repository on existing social programmes, application process and requirements for accessing programmes across the social protection landscape.
 - iv. The SSE facilitate the compilation of a database through registration of all vulnerable persons including the poor, unemployed and recently retrenched workers.
 - v. The SSE create a combination of benefits that addresses the specific needs of the client, drawing from programmes under NSMP.
 - vi. The SSE improve the efficiency and effectiveness of the social programmes with the best interest of the beneficiaries in mind.

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- vii. Examine the action areas of the key stakeholders (Executive Consultant, Policy and Programmatic Oversight Committee, Inter Sectoral Oversight Committee and the MSDFS Internal Committee) with a view to eliminate duplication of efforts and compliance.
- Attend working sessions/Meetings of key stakeholders (Executive, Consultant, Policy and Programmatic Oversight Committee, Inter Sectoral Oversight Committee and the MSDFS Internal Committee).
- Provide a sustainability plan with recommendations for future support to cover the continued operation of the ISEMS Information Technology platform within the MSDFS for two years after the end of the contract period.
- Other tasks related to the Support for Vulnerable Populations Affected by Covid-19 (SUV PAC) that may be implied in the Consultant's contract or assigned by the Employer.

Deliverables:

Deliverables	Contents	Timeline
Inception report	Detailing findings of the review of ISEMS with an appropriate work plan setting out the nature and timing of each activity in the roadmap of the infrastructure and the proposed methodology.	2 weeks after signing of contract
Draft detailed functional system	Descriptions for the new integrated model as well as building and institutional subsystems, inclusive of the new workflow and document management systems and all hardware and software for administration.	4 weeks after acceptance of Inception Report
Final functional design specifications	For the new integrated model, the building and institutional subsystems and all hardware and software. A cost estimate and procurement plan must also be developed based on the final functional design specifications.	1 week after review of Draft functional system
Implementation plan	Considers the supervision of the installation of the IT infrastructure (software and hardware), and the sustainability and maintenance of the IT infrastructure.	2 weeks after acceptance of Functional design
Training and Coaching Report	Activities undertaken to cover the transfer of knowledge to the staff within the transformational process for the sustainability and maintenance of the IT infrastructure	
Progress Reports	Key elements associated with tasks performed including overall progress in the implementation of the ISEMS; update of the work plan and proposed changes; all advice given within the period;	First week in each month commencing 8 weeks after contract signing

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	recommendations; important meetings attended with brief statements of their outcomes; work programme for the upcoming period; executive summary	
Final Report	Sustainability plan; all aspects of the consultancy including outputs delivered. challenges, explanation for any variations to the work plan and lessons learned. Executive Summary	Two weeks before the end of the contract period.

Skills you'll need:

Education: Tertiary level qualifications in Computer Science or equivalent discipline, with an academic background in systems analysis; Professional certification in Project Management, Networking, Servers, Data Centre Management, ICT Security Audit, Quality Management or IT Service Management

Experience: Minimum of five (5) years' experience in the developing, evaluating and advising on IT systems for business operations; at least one (1) year experience working in a project-related environment in the public sector or similar will be an asset; experience working on a project funded by an International Multilateral Organisations such as IDB will be an asset.

Languages: English required.

Core and Technical Competencies: Experience in designing / reviewing solution architecture as well as managing / implementing IT projects for development institutions including generic software / custom solutions, hosting of systems and servers, providing network services; monitoring & managing the ICT systems and infrastructure for an IT project including database management, SAN, network, firewall etc; oral and written communication skills, analytical thinking, policy manuals and/or standard operating procedures drafting skills, achievement focus, diplomatic sensitivity and influencing skills and strategic thinking.

Opportunity Summary:

- **Type of contract:** Individual Contract
- **Length of contract:** 14 calendar months
- **Location:** Trinidad & Tobago
- **Responsible person:** SPH Team Leader
- **Payment:**on acceptance of reports
- **Requirements:** You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

Our culture: Working with us you will be surrounded by a diverse group of people who have years of experience in all types of development fields, including transportation, health, gender and diversity, communications and much more.

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About us: At the Inter-American Development Bank, we're devoted to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48-member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. The Bank, pursuant to applicable policies, may contribute toward travel and moving expenses. In addition, candidates must be citizens of an IDB member country.

Visa and Work Permit: The Bank, pursuant to applicable policies, may submit a visa request to the applicable immigration authorities; however, the granting of the visa is at the discretion of the immigration authorities. Notwithstanding, it is the responsibility of the candidate to obtain the necessary visa or work permits required by the authorities of the country(ies) in which the services will be rendered to the Bank. If a candidate cannot obtain a visa or work permit to render services to the Bank the contractual offer will be rescinded

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the IDB, IDB Invest, or MIF as staff members or Complementary Workforce contractuals, will not be eligible to provide services for the Bank.

Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity based on gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, and religion. We encourage women, Afro-descendants and persons of indigenous origins to apply.

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Draft

Terms of Reference for a Final Evaluation Consultant

Support for the support for Vulnerable Populations Affected by Coronavirus in Trinidad and Tobago (TT-T1113).

Background:

Prior to the COVID-19 pandemic and as set out in the National Social Mitigation Plan (NSMP), the Ministry of Social Development and Family Services (MSDFS) had started its own transformation process to become a more modern, user-friendly, agile and timely organisation that has the requisite skills and systems to provide social services to citizens. In keeping with this, the MSDFS is carrying out the following key transformation activities: (i) consolidating the management systems and processes of four (4) existing main cash grant programs (namely: Food Support Programme, Senior Citizen Pension, Disability Grant and Rental Assistance Grant) into a single integrated “one-stop shop” delivery department in order to improve efficiencies in processing applications and making cash grant payments and (ii) implementing its Integrated Social Enterprise Management System (ISEMS) to support the integrated “one-stop shop” as set in out (i) above.

Social Support and Empowerment (SSE) Unit. A key component of the NSMP was the creation of a Social Support and Empowerment (SSE) Unit at the MSDFS which is responsible for leading and implementing the institutional transformation process and acting as a “one-stop” to individuals that require the service of MSDFS. With the sudden occurrence of the COVID-19 pandemic and its potential for negative social impact on vulnerable groups, the MSDFS now sees as their top-priority to strengthen its (SSE) Unit in the areas of program management, change management and information technology in order to accelerate the transformation process. A fully operational SSE Unit will allow the MSDFS to move forward with deeper case planning and case management of its clients supported by the loan operation Support for Vulnerable Populations Affected by Coronavirus (SUVFAC) TT-L1060 which seeks to ensure minimum levels of quality of life for vulnerable persons amid the crisis caused by COVID-19 and also determine the range of specific tailor-made services to all its clients and potential clients. To this end a Technical Cooperation (TC) TT-T1113 will provide support to the MSDFS and finance institutional strengthening activities of the SSE Unit.

The SSE Unit will utilize the Integrated Social Enterprise Management System (ISEMS) which is the technological framework for the integration of social services in the MSDFS. The design for the ISEMS was completed in 2019 and when fully implemented, it will be an online portal for facilitating client communication and access. It will serve to fully automate the cash grant processes and online applications with end-to-end processing-from intake to payment and further improve service delivery by offering a more direct linkage to beneficiaries.

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For PEC consultancies

The Social Protection and Health (SPH) Division of the IDB is looking for an experienced and eligible consultant to assist the MSDFS in Trinidad and Tobago to strengthen the capacity of the SSE Unit in case management, program execution and for long term program planning.

What you'll do:

With the technical guidance of the Social Protection and Health Specialist at the IDB Country Office of Trinidad and Tobago, the Final Evaluation Consultant will assess the effectiveness, relevance, efficiency (including performance and management arrangements), sustainability (including the contribution to capacity development), and success and impact of the project. The evaluation's results will be used to generate information on best practices and lessons learned in strengthening the capacity of MSDFS. Specific tasks are as follows:

- Assess the project design in terms of its relevance to contributing to strengthening SSE and MSDFS capacities.
- Assess the cost-efficiency of project interventions.
- Assess the relevance and effectiveness of the project's strategy and approaches for the achievement of the project objectives.
- Assess performance of the project in terms of effectiveness, efficiency, and timeliness of producing the expected outputs.
- Assess the quality and timeliness of inputs, the reporting and monitoring system, and extent to which these have been effective.
- Assess relevance of the project's management arrangements; identify advantages, bottlenecks and lessons learned with regard to the management arrangements.
- Provide recommendations to key project stakeholders for follow-up activities.
- The methodology should include key-stakeholder interviews; and reviews of project reports, project monitoring data (in the form of IDB review reports), and other project data. The consultant will be expected to communicate with the representatives from the project sites (virtually) and conduct key informant interviews, to validate and interrogate the end-line findings.

Deliverables:

The evaluation's principal deliverable will be an **Evaluation Report**. The structure and content of the report should meet the requirements of the IDB's Monitoring and Evaluation Policy. The length of the Report should not exceed 50 pages in total (excluding the annexes). The Report should:

- Contain an Executive Summary (mandatory)

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- Sectioned as follows: background, objectives, methodology, results, conclusions, recommendation (which should add value to the findings, and answer key evaluation issues)
- Be analytical in nature (both quantitative and qualitative)
- Be structured around issues and related findings and lessons learned (that replicate similar types of interventions elsewhere or to upscale the project, that prevent mistakes for future similar interventions, and which contribute to general knowledge in the subject area of the project being evaluated)
- Include recommendations (that include suggestions to improve future performance, that are supported by evidence and findings, which are adequate in terms of these Terms of Reference, and that facilitate implementation, both realistic and objective)
- PowerPoint presentation on key findings

The report should contain Annexes that include:

- Survey instrument to be used in the evaluation
- A list of stakeholders interviewed
- Timetable of work
- List of important documentation consulted.

Skills you'll need:

Education: minimum of a post-graduate degree or equivalent in Project Management and/or related social sciences area.

Experience: Minimum of five (5) years' experience in the management, implementation, and/or evaluation of development-related projects/programmes; at least one (1) year experience working in a project-related environment in the public sector or similar will be an asset; experience working on a project funded by an International Multilateral Organisations such as IDB will be an asset.

Languages: English required.

Core and Technical Competencies: Oral and written communication skills, analytical thinking, policy manuals and/or standard operating procedures drafting skills, achievement focus, diplomatic sensitivity and influencing skills and strategic thinking.

Opportunity Summary:

- **Type of contract:** Individual Contract
- **Length of contract:** 6 weeks
- **Location:** Trinidad & Tobago

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- **Responsible person:** SPH Team Leader
- **Payment:** Payment against deliverables
- **Requirements:** You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

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