

## TC Document

### I. Basic Information for TC

▪ Country/Region:	TRINIDAD AND TOBAGO
▪ TC Name:	Implementation Support for the Support Program for Vulnerable Populations Affected by Coronavirus
▪ TC Number:	TT-T1113
▪ Team Leader/Members:	Ho-A-Shu, Ian (SCL/SPH) Team Leader; Tejerina, Luis R (SCL/SPH); Afoon Jones, Dominique Marie (SCL/SPH); Delfs Ilieva, Isabel (SCL/SPH); Guerra, Martha (SCL/SPH); Lopez Aragon, Carmen Carolina (CID/CNI); Louis-Grant, Paula (VPC/FMP); Ramsumair-John, Priya Elizabeth (CCB/CTT); Greco, Maria Sofia (LEG/SGO)
▪ Taxonomy:	Operational Support
▪ Operation Supported by the TC:	TT-L1060
▪ Date of TC Abstract authorization:	20 May 2021
▪ Beneficiary:	Republic of Trinidad & Tobago via Ministry of Social Development and Family Services
▪ Executing Agency and contact name:	Inter-American Development Bank
▪ Donors providing funding:	OC Strategic Development Program for Social Development(SOC)
▪ IDB Funding Requested:	US\$200,000.00
▪ Local counterpart funding, if any:	US\$0
▪ Disbursement period (which includes Execution period):	24 months
▪ Required start date:	August 2021
▪ Types of consultants:	Individuals
▪ Prepared by Unit:	SCL/SPH-Social Protection & Health
▪ Unit of Disbursement Responsibility:	CCB/CTT-Ctry Off Trinidad & Tobago
▪ TC included in Country Strategy (y/n):	No
▪ TC included in CPD (y/n):	No
▪ Alignment to the Update to the Institutional Strategy 2010-2020:	Institutional capacity and rule of law; Productivity and innovation; Social inclusion and equality

### II. Description of the Associated Loan/Guarantee

- 2.1 On March 11, 2020, the World Health Organization (WHO) declared the COVID-19 outbreak a global pandemic. In Trinidad & Tobago, the first confirmed case was recorded on March 12, 2020. As of June 20<sup>th</sup>, 2021, there have been 30,619 confirmed cases and 737 deaths (Ministry of Health of TT, 2021). Authorities responded to the pandemic by implementing restrictive measures on movement and promoting social distancing to contain the spread of the virus, including lockdowns. In June 2021, weekend and public holiday curfews were implemented to further restrict the movement of people and reduce the spread of the virus.
- 2.2 The COVID-19 crisis negatively affected the living standards of most people in the country. Low-income households have been particularly affected by the pandemic. Other vulnerable groups include the elderly (the most vulnerable to the health consequences of COVID-19) and individuals with disabilities (for whom social isolation can imply the loss of care services in addition to income). As an unintended consequence of the confinement measures, women have been suffering increased rates of intimate partner violence (UN,

2020). The COVID-19 pandemic also has negatively impacted the education sector, with potential long-term effects on human capital and inequality.

- 2.3 Due to the social and financial constraints on the vulnerable population posed by COVID-19, the Government requested the reformulation of four (4) loans to redirect resources in the sum of \$24.45 million to fund the operation: “Support for Vulnerable Populations Affected by Coronavirus in Trinidad & Tobago” (TT-L1060) which was approved in January 2021. TT-L1060 seeks to contribute to ensuring minimum levels of quality of life for vulnerable persons amid the crisis caused by COVID-19 by supporting minimum income for those affected by the coronavirus in the immediate period and during the recovery. Specifically, TT-L1060 will finance the following two components: (i) expansion of emergency cash transfers to beneficiaries of three of the existing cash grant programs delivered by the Ministry of Social Development and Family Services (MSDFS): (a) Food Support Programme; (b) Senior Citizen Pension; and (c) Disability Assistance Grant and (ii) the temporary expansion of the Food Support Programme for households where a member working in the informal sector experienced a loss in income due to the COVID-19 crisis.

### **III. Objectives and Justification of the TC**

- 3.1 The general objective of the Technical Cooperation (TC) is to provide support to the Ministry of Social Development and Family Services (MSDFS) in the execution of TT-L1060 which contributes to ensuring minimum levels of quality of life for vulnerable persons affected by Covid-19. Specifically, the TC will finance institutional strengthening activities at the MSDFS to improve organizational efficiencies in the administration of the cash grants being funded from Components 1 and 2 of TT-L1060.
- 3.2 In 2018, the MSDFS began implementation of its National Social Mitigation Plan (NSMP) which sets out the overall framework for the institutional transformation process of the MSDFS to becoming more agile and responsive to the needs of vulnerable persons. In keeping with the NSMP, 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; (ii) implementing its Integrated Social Enterprise Management System (ISEMS) to support the integrated “one-stop shop” as set in out (i) above. 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 (iii) undertaking the required change management strategies to support the smooth transition of (i) and (ii) above.
- 3.3 In addition, a key pillar of the National ICT Program for Trinidad and Tobago (TT), is focused on moving towards digital management of social programs. Accordingly, the implementation of the ISEMS technology platform at the MSDFS is in keeping with this key national pillar and will serve to further improve service delivery by offering a more direct linkage to beneficiaries and provide a more efficient, fully automated service.
- 3.4 Another key component of the NSMP was the creation of a Social Support and Empowerment (SSE) Unit at the MSDFS in 2018 which is responsible for leading and implementing the MSDFS institutional transformation process as outlined in paragraph 3.2

above. The SSE Unit is currently staffed with five social development specialists supported by operations support staff. However, with the sudden urgency brought about by the COVID-19 pandemic and its potential for wider negative social impact on vulnerable groups, the MSDFS now wishes to strengthen the SSE Unit in the areas of program management, change management and information technology in order to accelerate the transformation process.

- 3.5 **Strategic Alignment.** The TC is consistent with the Second Update to the Institutional Strategy (AB-3190-2) as it is strategically aligned with the development challenge of: (i) Social inclusion and equality through support for maintaining minimum levels of income and welfare for the populations most vulnerable to COVID-19. It is in line with the cross-cutting issues of Institutional Capacity and the Rule of Law, because it contributes to the monitoring and evaluation capacity of the MSDFS, including the implementation of information systems that will increase transparency in social spending. It is also in concordance with the Strategy on Social Policy for Equity and Productivity (GN-2588-6) in the areas of enhancing equity and supporting vulnerable populations and it is also consistent with the Social Protection and Poverty Sector Framework Document (GN-2784-7), which underscores the importance of supporting vulnerable populations, particularly from external shocks, through responsive social protection policies. This TC will also contribute to the SOC results framework established in GN-2819-1 where the objective of fostering social inclusion through programs by improving the capacity of the government to effectively prepare, execute, monitor, and evaluate social projects and policies will be met. Finally, this TC is aligned with the Proposal for the IDB Group's Governance Response to the COVID-19 Pandemic Outbreak (GN-2996) by supporting the efforts to protect vulnerable populations through cash transfers and is consistent with IDB Group Country Strategy with the Republic of Trinidad and Tobago 2016-2020 as it will contribute to the improved efficiency of public expenditure as the ISEMS aims to consolidate the management systems and process of the main cash grant programs. The ISEMS will contribute to digital transformation as it aims to digitalize the delivery of the four (4) existing main cash grant programmes through an online portal which will fully automate the cash grant processes and online applications with end-to-end processing-from intake to payment. The process is currently a manual one. The TC is also consistent with the Pillar of Digital Transformation in the new Country Strategy 2021-2025 as the ISEMS seeks to digitalize the delivery of the four (4) existing main cash grant programmes.

#### **IV. Description of activities/components and budget**

- 4.1 **Component I: Institutional Strengthening of the SSE Unit of the MSDFS.** This component will fund the following specific key activities: (i) a program management consultant who will develop and supervise 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" department at the MSDFS; (ii) a change management specialist to design and oversee implementation of a step-by-step change management plan that is required to support the institutional transformation at the MSDFS; including supervising the implementation of the new business process changes that are aligned to transforming the MSDFS to meet its new agile mandate; and (iii) an IT Specialist consultant to supervise the roll-out of the ISEMS Information Technology platform which will provide the digital requirements necessary to support the single integrated "one stop shop". In order to build resident capacity at the SSE Unit, the consultants will work closely with and mentor the social development specialists and operations staff of the SSE Unit through "a learning by doing" knowledge transfer approach.

- 4.2 **Component II: Project Administration/Final Evaluation.** This component will fund: (i) the logistics and training material for three (3) change management workshops, 2 virtually and 1 in person; and (ii) the preparation of a final evaluation report.

**Indicative Budget**

Activity/ Component	Description	IDB/SOC	Total Funding
Component 1	Institutional strengthening of the SSE Unit of the MSDFS	US\$180,000.00	US\$180,000
Component 2	Change Management Workshops/Final Evaluation	US\$20,000.00	US\$20,000
<b>Total</b>		<b>US\$200,000.00</b>	<b>US\$200,000</b>

**V. Executing agency and execution structure**

- 5.1 The Executing Agency will be the Inter-American Development Bank through the Social Protection and Health Division (SCL/SPH). The Bank's execution of this operation was requested by the Government of Trinidad and Tobago. The request was based on the Bank's experience with the design and preparation activities for TT-L1060 (See Annex I).
- 5.2 **Procurement.** The Procurement Plan (Annex 4) presents the expected procurement processes under the TC. The Bank will contract individual consultants and non-consulting services in accordance with the Bank's current procurement policies and procedures: (i) the individual consultants will be hired in accordance with the guidelines set out in the AM-650; and (ii) the procurement of logistics services and other services other than consulting will follow the Bank Corporate Procurement Policy (GN-2303-28). Procurement of goods is not expected. Considering that the Bank is executing the project, no resources have been budgeted for auditing.
- 5.3 **Monitoring and Evaluation.** Monitoring the quality and progress of the TC will be carried out directly through IDB institutional systems by the SPH Team Leader with the support of the Project Team. The final products will also be reviewed by the Project Team to ensure the quality of products and services funded by this TC. Besides, the project's development objective, outcome and outputs indicators will also be monitored by the IDB in keeping with the Results Matrix of the TC. In addition, a consultant will be hired to carry out a final project evaluation to assess this TC's success. This activity is included in Component 2 budget.

**VI. Major issues**

- 6.1 For the TC to achieve the afore-mentioned results, there is a clear need for robust coordination among various administrative and technical departments within the MSDFS as well as other key stakeholders, including the Ministry of Finance as they are involved in the processing of Food Card Grants and will need to be included in the institutional transformation process. The products from the technical cooperation will provide process inputs into the administration of the cash grants being funded from TT-L1060 so it is critical to maintain a close coordination with the Ministry of Finance to ensure there is ownership of the final products from the different consultancies. This will be achieved through well documented meetings in which every step for the execution of the TC will be agreed upon with the MSDFS.

**VII. Exceptions to Bank policy**

- 7.1 No exceptions to the Bank policy are expected.

## **VIII. Environmental and Social Strategy**

8.1 The ESG classification for this operation is "C".

### **Required Annexes:**

[Request from the Client - TT-T1113](#)

[Results Matrix - TT-T1113](#)

[Terms of Reference - TT-T1113](#)

[Procurement Plan - TT-T1113](#)