

*Selection process # RG-T4030- P001*

## **TERMS OF REFERENCE**

*Definition of Enterprise Architecture for the digital transformation of the Social Insurance Administrators in the Caribbean*

*RG-T4030*

*Social insurance in the Caribbean: The time has come*

### **1. Background and Justification**

- 1.1.** The Social Sector (SCL) has a multidisciplinary team convinced that investing in the people is the path for improving lives and overcome the challenges of development in Latin America and the Caribbean. Along with the countries in the region, the Social Sector builds public policy solutions to reduce poverty and improve services for the citizens such as education, work, social protection, and health. The objective of the work of the Sector is to boost a more productive region with equality of opportunities between men and women and with a higher inclusion of vulnerable population.
- 1.2.** The Labor Markets and Social Security Division (SCL/LMK) promotes more and better employment in Latin America and the Caribbean. The IDB works to achieve regional goals in poverty reduction, equality of opportunities and improvement of labor productivity, by strengthening employment and training services, improving the design and scope of social security, and the analysis of labor markets and labor information. To achieve these goals, LMK is currently focusing on analytical work and projects in the following four main areas: Labor Intermediation, Skills Developing, Workforce Migration, and Social Security.
- 1.3.** The unprecedented, dramatic consequences of the pandemic have underscored the limitations of social security systems in the presence of aggregate shocks that have a global impact on the labor markets. This has been especially true in small island nations of the Caribbean that are highly vulnerable to external aggregate shocks (e.g., commodity prices and natural disasters) due to their size, geographic characteristics, limited diversification, and demographic trends. Developing an agenda that improves the design and implementation of these systems is especially urgent.
- 1.4.** In this context, the IDB is working in a non-reimbursable Technical Cooperation (TC) which objective is to provide a deeper understanding of the challenges faced by social insurance administrators in the Caribbean and outline a roadmap for the social insurance administrators in three countries (Bahamas, Trinidad and Tobago, and Barbados) that includes: (i) administrative modernization and digital transformation (enterprise architecture); and (ii) policy improvements. The present consultancy centers in the first point.
- 1.5.** The reference framework for the Enterprise Architecture (EA) of the social insurance administrators will be TOGAF (The Open Group Architecture Framework). It is important to highlight that, the EA is a discipline focused on leading, in a proactive and holistic way, the answers for the business to the

disruptive forces of the environment, identifying and analyzing the activities that are required to make the changes in the organization focused on achieving the expected results. While the technological ecosystem is a set of technological interconnected tools which aims to give genuine solutions to different types of issues or needs that arise in each area of a firm.

## **2. Objectives**

- 2.1.** The objective of this consultancy is to support the social insurance administrators in three countries from the Caribbean (Bahamas, Trinidad and Tobago, and Barbados), in the design of an Enterprise Architecture (EA) that allow them to address a structured and organized digital transformation.

## **3. Scope of Services**

- 3.1.** Develop a work plan that details the schedule of activities and milestones of the project. The EA must be developed in the strategic framework of an Application Portfolio Management (APM).
- 3.2.** Prepare the reports described in this document about the current state of the social insurance administrators' information, technology, management, and other aspects agreed with the consultant.
- 3.3.** Define the EA of the social insurance administrators with its four main components: Business architecture, Data architecture, Applications architecture, and Technological architecture. These have to be aligned with the strategic objectives of the administrators.
- 3.4.** Document the EA according to the TOGAF reference framework.

## **4. Key Activities**

- 4.1.** The consultancy must consider at least the following activities:

### **4.2. General activities:**

#### **4.2.1. Beginning**

- Develop the project charter
- Identify main stakeholders
- Kick-off meeting of the project

#### **4.2.2. Planning**

- Prepare the work plan of the project including:
  - ✓ Scope Management Plan
  - ✓ Quality Management Plan
  - ✓ Time Management Plan
  - ✓ Risk Management Plan
  - ✓ Stakeholders Management Plan

#### **4.2.3. Execution**

- Review and analyze the administrators': processes, data, and the current operation of the information systems.

- Review and analyze the hardware that is currently being used to support the information systems of the administrators.
- Review and analyze the processes, plans, and documentation used in the different procedures (e.g., registration, verification of eligibility, collection, benefits management, provision and access to individual records, data management, and delivery).
- Interview the main stakeholders identified in the Stakeholders Management Plan for the development of the EA.
- Prepare the documentations required for every deliverable.
- Lead training workshops of the designs of the EA defined for the administrators.

#### 4.2.4. Monitoring and control

- Participate in follow up meetings established in the workplan of the project, to discuss the progress and relevant aspects of the consultancy.

#### 4.2.5. Closing

- Closing meeting to discuss the results, conclusions and lessons learned from the project.

### **4.3. Deliverables**

#### 4.3.1. First deliverable

- Workplan of the project including the Management Plans of the different aspects detailed in the following section.
- Diagnostics and assessments of the current situation of the social insurance administrators

#### 4.3.2. Second deliverable

- Proposal of Business Architecture
- Proposal of Data Architecture

#### 4.3.3. Third deliverable

- Proposal of Applications Architecture
- Proposal of Technological Architecture

#### 4.3.4. Fourth deliverable

- Monitoring and control products
- Document of Enterprise Architecture of the social insurance administrators with roadmap of implementation.

### **4.4. Training of the EA for the social insurance administrators.**

The firm should include a training proposal for the social insurance administrators of the EA which objective is to give a clear understanding of the project and give autonomy for the implementation stage. The training should be delivered to a strategic team selected by the administrators and should have a duration of 8 hours.

### **4.5. Interviews with stakeholders**

The firm should develop interviews to the teams and strategic actors of the social insurance

administrators for the definition of the scope and expectations of the EA.

## **5. Expected Outcome and Deliverables**

### **5.1. First deliverable**

5.1.1. Planning products: Workplan of the project that includes:

- Scope Management Plan
- Quality Management Plan
- Time Management Plan
- Risk Management Plan
- Stakeholders Management Plan

5.1.2. Diagnostics and assessments: Document with a review and analysis about the current situation of the social insurance administrators. It should include:

- Context and conceptual approach
  - Analysis of institutional outlook
  - Alignment of main strategic institutional elements
  - Interconnection with external institutions
  - Organic structure.
- Technological trends applied to the technological services of the administrators
  - ITIL – Information Technology infrastructure Library
  - Management system for the security of the information
  - Management of Business processes
  - Vision of the EA of the social insurance administrators
- Diagnostics of the current EA
  - Business domain: evaluation of processes and macroprocesses of the administrators.
  - Data domain: current state of the domain in light of the defined model.
  - Applications domain: applications catalogue of the administrators, diagnostics of the architecture of the systems of information.
  - Technology domain: Technical support, backing and restoration of information, database infrastructure, information security.

### **5.2. Second deliverable**

5.2.1. Business architecture. Document with the following content:

- Introduction
- General aspects, objectives, and scope of the project
- Functional model or processes architecture of the administrators: macroprocesses, value chain of the administrators, operations model, description of missional macroprocesses, description of strategical macroprocesses.
- Conclusions and recommendations

5.2.2. Data architecture. Document with the following content:

- Introduction
- General aspects, objectives, and scope of the project

- Data analysis
- Data presentation for users
- Data sources
- Data and information governance

### **5.3. Third deliverable**

5.3.1. Applications architecture. Document with the following content:

- Introduction
- Main technological trends
- Methodological approach
- Applications or information systems architecture: general scheme of the information systems, relationship between current architecture and vision of architecture, description of architecture blocks and capabilities of the administrators.

5.3.2. Technological architecture. Document with the following content:

- Technological architecture: evaluation model of infrastructure, services capability management, technology operation management, technology support management.
- Security of information architecture: strategy and security model, risk management, policies for the administration of information, administration and treatment of data, operations controls, security systema indicators.

### **5.4. Fourth deliverable**

5.4.1. EA of the social insurance administrators. Document describing the comprehensive proposal of EA that includes the second and third deliverables validated by the team project from the bank. Additionally, the document should have:

- Executive summary of the current architecture and future architecture focused on non-technical readers.
- Roadmap for the administrative modernization and technological transformation of the administrators that includes a list of suggested projects to carry out during the implementation stage.

5.4.2. Monitoring and control products. As part of the monitoring and control activities of the project established in the workplan of the consultancy, the following products are expected:

- Progress reports of the project
- Minutes of the follow up meetings.

## **6. Project Schedule and Milestones**

Project Schedule		
Deliverable	Documentation	# of days after signing the contract
First deliverable	i. Planning products ii. Diagnostics and assessments	i. 15 days ii. 90 days
Second deliverable	i. Business architecture proposal ii. Data architecture proposal	180 days
Third deliverable	i. Applications architecture proposal ii. Technology architecture proposal	270 days
Fourth deliverable	i. Comprehensive EA proposal ii. Monitoring and controls products	300 days

## 7. Reporting Requirements

- 7.1. All the deliverables must be written in English.
- 7.2. For every deliverable described in section 5, the firm must do a Power Point Presentation to the team project of the Bank with the main findings and results.
- 7.3. All documentation must be hand out, including graphs, diagrams, and general utilities.

## 8. Acceptance Criteria

- 8.1. The deliverables will be reviewed by the Interamerican Development Bank, under the supervision and coordination of Carolina Gonzalez Velosa specialist of the Labor Markets and Social Security Division (SCL/LMK) [cagonzalez@iadb.org](mailto:cagonzalez@iadb.org).

## 9. Other Requirements

- 9.1. Does not apply.

## 10. Supervision and Reporting

- 10.1. The firm will report the team leader of the project Carolina Gonzalez Velosa.
- 10.2. The project team will give comments and recommendations in an oral or written form. Once these are implemented in the products the supervisor of the project will approve them.
- 10.3. Monthly follow up meetings will be organized by the firm with the participation of the project team, to discuss the progress and challenges that are being faced during the execution of the project.

## 11. Schedule of Payments

- 11.1.** Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.
- 11.2.** The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

<b>Payment Schedule</b>	
<b><i>Deliverable</i></b>	<b>%</b>
1. <i>Planning products; Diagnostics and assessments.</i>	10%
2. <i>Business architecture proposal; Data architecture proposal</i>	25%
3. <i>Applications architecture proposal; Technology architecture proposal</i>	25%
4. <i>Comprehensive EA proposal; monitoring and control products</i>	40%
<b>TOTAL</b>	100%

## HRD Terms of Reference, Template 2022 For PEC consultancies

### **Social insurance design improvements in the Caribbean consultant**

#### **Background of this search:**

The unprecedented, dramatic consequences of the pandemic have underscored the limitations of social security systems in the presence of aggregate shocks that have a global impact on the labor markets. This has been especially true in small island nations of the Caribbean that are highly vulnerable to external aggregate shocks (e.g., commodity prices and natural disasters) due to their size, geographic characteristics, limited diversification, and demographic trends. Developing an agenda that improves the design and implementation of these systems is especially urgent.

The IDB is working in a non-reimbursable Technical Cooperation (TC) which objective is to provide a deeper understanding of the challenges faced by social insurance administrators in the Caribbean and outline a roadmap for the social insurance administrators in three countries (Bahamas, Trinidad and Tobago, and Barbados) that includes: (i) administrative modernization and digital transformation (enterprise architecture); and (ii) policy improvements. The present consultancy centers on the second point.

In this context, the Labor Markets and Social Security Division from the Social Sector (LMK/SCL) is looking for a professional for the diagnostic, assessment, and redesign of the Social Insurance Schemes in the Caribbean, with experience in the analysis, evaluation and design of public policies related with social insurance topics.

#### **The team's mission:**

The Social Sector (SCL) has a multidisciplinary team convinced that investing in the people is the path for improving lives and overcome the challenges of development in Latin America and the Caribbean. Along with the countries in the region, the Social Sector builds public policy solutions to reduce poverty and improve services for the citizens such as education, work, social protection, and health. The objective of the work of the Sector is to boost a more productive region with equality of opportunities between men and women and with a higher inclusion of vulnerable population.

The Labor Markets and Social Security Division (SCL/LMK) promotes more and better employment in Latin America and the Caribbean. The IDB works to achieve regional goals in poverty reduction, equality of opportunities and improvement of labor productivity, by strengthening employment and training services, improving the design and scope of social security, and the analysis of labor markets and labor information. To achieve these goals, LMK is currently focusing on analytical work and projects in the following four main areas: Labor Intermediation, Skills Developing, Workforce Migration, and Social Security.

#### **What you'll do:**

The general objective of this consultancy is to develop a diagnostic, assessment, and proposal for design improvements for the Social Insurance Schemes in the Caribbean, specifically for Barbados, Trinidad and Tobago and The Bahamas. The activities of the project include:

- Design and lead policy dialogue workshops with National Insurance Administrators from the Caribbean and other key stakeholders, to discuss the challenges faced by social insurance programs, including pension schemes and unemployment insurance, in small island developing states.



- Collect and process general or administrative information required for preparing the diagnostics and assessments of social insurance programs.
- Develop quantitative and qualitative analysis about the current state of social insurance programs from administrative information, public data, workshops, and other policy dialogue discussions that take place in the framework of this project.
- Prepare the diagnostics and assessments of social insurance programs, including pension schemes and unemployment insurance, from the collected information. These should include aspects such as: coverage, financial sustainability, duplication, and fragmentation of programs, targeting of benefits, integration of information systems, knowledge of programs' effectiveness and responsiveness to aggregate shocks.
- Develop public policy recommendations to improve the design of social insurance programs in the Caribbean, as well as a roadmap for the implementation of these recommendations. The redesign of social insurance programs should be guided by the main principles of pensions systems defined by the Network for Pensions in Latin America and the Caribbean (PLAC Network) extended to social insurance systems: coverage, efficiency, equity, and financial sustainability, and by the good practices identified in terms of institutional strengthening for supervision, regulation, and design of these systems.
- Prepare the deliverables established in these Terms of Reference (TORs) according to the requirements described in the following section.
- Participate in follow up meetings with the team project and main stakeholders from National Insurance Administrators.

#### **Deliverables and Payments timeline:**

- **Product 1. Workplan and schedule of activities.**  
Document that describes in detail the workplan and the schedule of activities that are planned in order to accomplish the objectives of this consultancy in the times established.
- **Product 2. Diagnostics and assessments of current Social Insurance Systems in the Caribbean.**  
Document that describes the review and evaluation of the current Social Insurance Systems in the Caribbean, from the general, administrative, and public information gathered by the consultant, as well as the discussions from the workshops with strategic stakeholders from the National Insurance Administrators. This exercise should include, among others, analysis about: coverage, fiscal sustainability, financial sustainability, definition and target of benefits, programs' effectiveness, duplication of programs, and responsiveness to aggregate shocks.
- **Product 3. Policy recommendations to improve the design of Social Insurance Systems in the Caribbean and roadmap of implementation.**  
Document that describes policy recommendations to improve the design of Social Insurance Systems in the Caribbean. These recommendations should be proposed from the diagnostics and assessments developed in product 2 and should be done in the framework of four main principles: coverage, efficiency, equity, and financial sustainability. Also, this deliverable should include an action plan for the National Insurance Administrators to implement the policy recommendations.

All products must be reviewed and approved by the technical team of the IDB before its payment. The schedule of payments is as follows:

- 20% with the approval of Product 1
- 40% with the approval of Product 2
- 40% with the approval of Product 3

**What you'll need:**

**Citizenship:** You are a citizen of one of our 48-member countries.

**Consanguinity:** You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.

**Education:** Professional title in economics with a master's in economics, public administration, public policy or similar.

**Experience:** At least 10 years of professional experience in analysis, evaluation and design of public policy related with social protection topics.

**Languages:** English and Spanish.

**Core and Technical Competencies:**

- Quantitative and qualitative analytical competencies in the field of labor markets and social security.
- Excellent competencies in the design of innovative, viable and sustainable public policy solutions for different labor markets and social security issues.
- Excellent teamwork abilities and communication competencies in an oral and writing form in English and Spanish.

**Opportunity Summary:**

- Type of contract and modality: Product and External Services Consultant (PEC), lump sum.
- Length of contract: 18 months.
- Starting date: June 2023.
- Location: External consultancy.
- Responsible person: Carolina Gonzalez Velosa, sectorial specialist SCL/LMK [cagonzalez@iadb.org](mailto:cagonzalez@iadb.org)
- 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:** Our people are committed and passionate about improving lives in Latin-America and the Caribbean, and they get to do what they love in a diverse, collaborative and stimulating work environment. We are the first Latin American and Caribbean development institution to be awarded the EDGE certification, recognizing our strong commitment to gender equality. As an employee you can be part of internal resource groups that connect our diverse community around common interests.

Because we are committed to providing equal opportunities in employment, we embrace all diversity and encourage women, the LGBTQ+ community, persons with disabilities, afro-descendants, and indigenous people to apply.

**About us:** At the IDB, we're committed 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.

**Our team in Human Resources carefully reviews all applications.**