

TERMS OF REFERENCE

“Consulting for Technical assistance to support digital transformation of MEF management systems”

Haiti

HA-T1315

STRENGTHENING THE FOUNDATIONS OF THE DIGITAL TRANSFORMATION OF PUBLIC MANAGEMENT

1. Background and Justification

- 1.1. Haiti presents severe shortcomings in all the digital transformation enablers that are crucial to foster digital government: digital governance and institutions, regulatory framework, digital talent, and digital infrastructure and tools. Haiti ranks 187 (of 193) in UN e-government index. Digital governance is weak, with pervasive low institutional capacity and overlapping roles. There are low digital skills among citizens, workforce, firms, and public sector employees. Just 35% of population uses internet (regional average is 78%) and connectivity issues are compounded by deficient electricity. The country lacks a cybersecurity national strategy and technical capacity, as well as other technological enablers including digital identity, digital signature, digital document management, data governance, interoperability, and digital payments, among other.
- 1.2. The MEF is at the heart of the country’s center of government and public administration, as it is responsible for strategic transversal public management functions that have an impact across all government sectors. However, the MEF lacks technological enablers for the digitalization and automation of processes and transactions that underly these functions.
- 1.3. The Program “Strengthening the Foundations of the Digital Transformation of Public Management” (HA-J0010) aims to foster the foundations of the digital transformation of public management in Haiti. By enabling the country to leverage digital government, this project will contribute to strengthen institutional capacity and rule of law, and thus government effectiveness: Digital transformation of public management will build state institutional capacity for effective policy design and implementation and service delivery to citizens and firms, and it will improve public sector transparency and integrity strengthening country’s rule of law and governance. HA-J0010 specific development objectives are: 1) Strengthening public sector digital governance; 2) Supporting the digital transformation of MEF strategic transversal public management functions; and 3) Supporting the development of national cybersecurity capacity. Operation HA-J0010 is currently under preparation, and it is expected to be approved by July 2024.

2. **Objectives**

2.1. The objective of this consultancy is to provide technical assistance to support the digital transformation of MEF management systems. This will in turn contribute to support the preparation and implementation of program HA-J0010 by providing technical and strategic inputs related to the enablers of the digital transformation of MEF management systems.

3. **Scope of Services**

3.1. The consulting services will entail technical assistance to support the preparation and implementation of HA-J0010, including:

- Component 1 - Strengthening of Public Sector Digital Governance:
 - Activities and outputs related to the digital transformation of MEF management systems.
- Component 2 - Supporting the Digital Transformation of MEF Strategic Transversal Public Management Functions:
 - Strengthening of MEF digital infrastructure:
 - Connectivity and Energy
 - Data center and Cloud
 - Interoperability platform
 - Strengthening of MEF digital crosscutting services and solutions:
 - Digital document management: Business Process Management (BPM) approach to MEF processes; Digital solutions and system cybersecurity; Digital skills for system management; Regulatory framework (technical recommendations).
 - Digital signature: Digital solutions and system cybersecurity; Digital skills for system management; Regulatory framework (technical recommendations).
 - Digital payments for (i) suppliers and (ii) public sector employees: Digital solutions and system cybersecurity; Digital skills for system management; Regulatory framework (technical recommendations).
 - Hybrid -in office and remote- work environment: Digital solutions and system cybersecurity; Digital skills for system management; Regulatory framework (technical recommendations).
- Component 3 - Supporting the Development of National Cybersecurity Capacity:
 - Activities and outputs related to the digital transformation of MEF management systems.

4. Key Activities

4.1. The following is a description of the necessary, but not the only, tasks to be executed through this consultancy in the context of the scope described in Section 3:

- Carry out meetings with the IDB team during the planning and execution phases of the consultancy.
- Provide technical assistance to the IDB project team and Haiti's project team to support the design and implementation of the following stages of digital solutions' project cycle, for all the digital solutions to be addressed by this consultancy according to the scope described in Section 3:
 - i. Definition of problem to be addressed and functional needs.
 - ii. Design of digital solutions.
 - iii. Design of solutions architecture
 - iv. Definition of technological specifications of solutions architecture.
 - v. Procurement of digital solutions.
 - vi. Piloting and validation of solutions.
 - vii. Production and operation of solutions (including their integration into the relevant broader MEF/government systems).
 - viii. Competence transfer of solutions operation and maintenance to relevant government actors.
 - ix. Audit of solutions quality.
- In coordination with the IDB, carry out consultations with the technical teams of the Government of Haiti (GoH) to ensure quality control and appropriateness of results and proposals. To do so, the firm will: (i) share, after IDB approval, the initial results of assessments and recommendations with the technical teams of the GoH; (ii) carry out workshops/focus groups/interviews, as needed, with said technical teams; (iii) discuss technical and strategic critical issues with key stakeholders; and (iv) incorporate in the final version of assessments and recommendations the relevant feedback from IDB project team, technical teams of the GoH, and other stakeholders.
- Present and discuss final deliverables with the IDB, technical teams of the GoH, and other stakeholders.
- In coordination with the IDB, support the dissemination of the consultancy's results.

5. Expected Outcome and Deliverables

5.1. In line with the scope and activities described in Sections 3 and 4, the firm will deliver the outputs described in Table No. 1.

Table No. 1: Deliverables

#	Deliverable	Content
1.	Work Plan	<ul style="list-style-type: none"> Document including: (i) activities; and (ii) methodology.
2.	Quarterly report No.1 on technical assistance provided during the period	<ul style="list-style-type: none"> Document including: (i) digital solutions addressed during the period; and (ii) specific assessments carried out and recommendations provided for said digital solutions in terms of ii.1/ Definition of problem to be addressed and functional needs, ii.2/ Design of digital solutions, ii.3/ Design of solutions architecture, ii.4/ Definition of technological specifications of solutions architecture, ii.5/ Procurement of digital solutions, ii.6/ Piloting and validation of solutions, ii.7/ Production and operation of solutions, ii.8/ Competence transfer of solutions operation and maintenance to relevant government actors, ii.9/ Audit of solutions quality, as applicable.
3.	Quarterly report No.2 on technical assistance provided during the period	<ul style="list-style-type: none"> Document including: (i) digital solutions addressed during the period; and (ii) specific assessments carried out and recommendations provided for said digital solutions in terms of ii.1/ Definition of problem to be addressed and functional needs, ii.2/ Design of digital solutions, ii.3/ Design of solutions architecture, ii.4/ Definition of technological specifications of solutions architecture, ii.5/ Procurement of digital solutions, ii.6/ Piloting and validation of solutions, ii.7/ Production and operation of solutions, ii.8/ Competence transfer of solutions operation and maintenance to relevant government actors, ii.9/ Audit of solutions quality, as applicable.
4.	Quarterly report No.3 on technical assistance provided during the period	<ul style="list-style-type: none"> Document including: (i) digital solutions addressed during the period; and (ii) specific assessments carried out and recommendations provided for said digital solutions in terms of ii.1/ Definition of problem to be addressed and functional needs, ii.2/ Design of digital solutions, ii.3/ Design of solutions architecture, ii.4/ Definition of technological specifications of solutions architecture, ii.5/ Procurement of digital solutions, ii.6/ Piloting and validation of solutions, ii.7/ Production and operation of solutions, ii.8/ Competence transfer of solutions operation and maintenance to relevant government actors, ii.9/ Audit of solutions quality, as applicable.
5.	Quarterly report No.4 on technical assistance provided during the period	<ul style="list-style-type: none"> Document including: (i) digital solutions addressed during the period; and (ii) specific assessments carried out and recommendations provided for said digital solutions in terms of ii.1/ Definition of problem to be addressed and functional needs, ii.2/ Design of digital solutions, ii.3/ Design of solutions architecture, ii.4/ Definition of technological specifications of solutions architecture, ii.5/ Procurement of digital solutions, ii.6/ Piloting and validation of solutions, ii.7/ Production and operation of solutions, ii.8/ Competence transfer of solutions operation and maintenance to relevant government actors, ii.9/ Audit of solutions quality, as applicable.
6.	Final report	<ul style="list-style-type: none"> Document including: (i) summary of activities; (ii) highlights of results; (iii) lessons learned; and (iv) recommendations for future technical assistance services.

6. Project Schedule and Milestones

6.1. The calendar of deliverables is presented in Table No. 2.

Table No. 2: Deliverables schedule

#	Deliverable	Deadline for submission of deliverable
1.	Work Plan	<ul style="list-style-type: none"> • Within 1 month after signing the contract
2.	Quarterly report No.1 on technical assistance provided during the period	<ul style="list-style-type: none"> • 3 months after signing the contract
3.	Quarterly report No.2 on technical assistance provided during the period	<ul style="list-style-type: none"> • 6 months after signing the contract
4.	Quarterly report No.3 on technical assistance provided during the period	<ul style="list-style-type: none"> • 9 months after signing the contract
5.	Quarterly report No.4 on technical assistance provided during the period	<ul style="list-style-type: none"> • 12 months after signing the contract
6.	Final report	<ul style="list-style-type: none"> • 12 months after signing the contract

7. Reporting Requirements

7.1. The reports and annexes will be delivered in English and/or French, as needed, in digital form to the IDB focal point. All deliverables may not be published or disseminated without the express approval of the IDB.

8. Acceptance Criteria

8.1. Each deliverable will be sent in draft form to the IDB team leader for consideration and acceptance. The IDB will review them and issue comments, if needed. The consulting firm must address IDB's comments for the deliverable to be accepted. Acceptance will be given in writing, via email, by the IDB team leader.

9. Other requirements: Qualifications

9.1. General requirements

- The firm should provide a list of relevant projects or consulting services provided in the last ten years.
- The firm must include at least one project manager that will be responsible for the overall coordination of the project activities and management of the team and will act as the primary contact for communications with the IDB.
- The project manager must be a person with a track record of performing projects similar to this project, and he/she must be fluent in English, French or Spanish.

9.2. Team Composition: The team must include at least one expert with at least 10 years of credible experience in relevant projects, including consulting on digital transformation of public sector and/or private sector. The team should also be comprised of a professional workforce to secure expertise in each area to be addressed according to Section 3 – Scope of services, particularly specialists in digital solutions and digital transformation of public sector with the following qualifications:

- a) Specialist in digital transformation of public sector
 - At least 5 years of credible experience in technical and strategic advisory to projects related to digital government and digital transformation of public sector.
 - Proficient in English, French or Spanish

10. Supervision and Reporting

10.1. The Consulting firm will report to Claudia Mendieta, Public Sector Management Senior Specialist, IFD/ICS, cmendieta@iadb.org, who will be the team leader in charge of commenting and approving the reports and services to be provided by the selected firm.

11. Schedule of Payments

11.1. Payment terms will be based on project milestones and 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. The services provided by the consultancy firm will include any eventual costs for translation or interpretation in case the consulting firm's team members are not fluent in French.

Table No. 3: Payment schedule

#	Deliverable	Percentage
1.	Work Plan	5.0%
2.	Quarterly report No.1 on technical assistance provided during the period	22.5%
3.	Quarterly report No.2 on technical assistance provided during the period	22.5%
4.	Quarterly report No.3 on technical assistance provided during the period	22.5%
5.	Quarterly report No.4 on technical assistance provided during the period	22.5%
6.	Final report	5.0%
	Total	100%

TERMS OF REFERENCE

Consultant to support the design and implementation of digital transformation components and activities of the Program to Strengthen the Foundations of the Digital Transformation of Public Management (HA-J0010) - Analysis of digital transformation gaps and proposal of roadmap

Consultant

International

Background of this search:

The Program “Strengthening the Foundations of the Digital Transformation of Public Management” (HA-J0010) aims to foster the foundations of the digital transformation of public management in Haiti. By enabling the country to leverage digital government, this project will contribute to strengthen institutional capacity and rule of law, and thus government effectiveness: Digital transformation of public management will build state institutional capacity for effective policy design and implementation and service delivery to citizens and firms, and it will improve public sector transparency and integrity strengthening country’s rule of law and governance. HA-J0010 specific development objectives are: 1) Strengthening public sector digital governance; 2) Supporting the digital transformation of MEF strategic transversal public management functions; and 3) Supporting the development of national cybersecurity capacity. Operation HA-J0010 is currently under preparation, and it is expected to be approved by July 2024.

About this position:

IFD/ICS is looking for a consultant to support the design and implementation of digital transformation components and activities of operation HA-J0010, particularly with the analysis of digital transformation gaps and proposal of roadmaps to address them.

The team's mission:

The Innovation in Citizen Services Division (IFD/ICS) at the Inter-American Development Bank aims to improve the government’s capacity for delivering effective public policy and public services. The Division is structured in four clusters: (i) Transformation of the Public Administration; (ii) Digital Government and Data; (iii) Citizen Security and Justice; and (iv) Transparency and Integrity. The importance of public institutions for development has been underlined in the Ninth capital Increase of the IDB (GCI-9) through the sectoral priority of Institutions for the Growth and Social Welfare. This establishes that “the presence of solid and effective institutions is a decisive factor for the development of a country”.

What you will do:

The selected candidate will perform the following activities:

1. Support the IDB with the design and implementation of the Program to Strengthen the Foundations of the Digital Transformation of Public Management (HA-J0010) by analyzing digital transformation gaps and proposing roadmaps to address them, including digital transformation enabling framework key dimensions such as:
 - i. Organizational and technical capabilities of public agencies responsible for digital transformation policy¹, and optimal digital governance architecture (including the identification of the institution best suited for the role of national digital government agency).
 - ii. Regulatory framework.
 - iii. Digital talent.
 - iv. Digital infrastructure and tools.
2. Support the IDB with knowledge generation and dissemination activities related to the topics above described.

In the context of activities 1 and 2 above described, the consultant will:

- Provide technical and strategic inputs and reports for the design and implementation of project HA-J0010.
- Hold work sessions and meetings with IDB teams, country key public agencies, operation's providers, and other stakeholders.
- Support in drafting and reviewing terms of reference (TORs) and procurement documents for the acquisition of services, equipment, digital solutions, and other project investments.
- Support in assessing technical offers related to procurement processes.
- Oversee and implement actions to ensure performance, quality and timeliness of services/equipment/digital solutions delivered by project providers (i.e. consultants and firms), focusing on both the functional and technological features of said products.
- Provide technical and strategic inputs for the monitoring and evaluation of project HA-J0010.

¹ This can include agencies such as the Statistics and Information Technology Institute (IHSI), the e-Governance Unit of the Office of the Prime Minister (Unité E-Gouvernance de la Primature), and the National Telecommunications Council (CONATEL).

Deliverables and Payments schedule:

Deliverable	Percentage	Planned Date to Submit
Deliverable 1: Quarterly report 1 on services rendered during the period, including accomplished versus planned activities and remedial actions.	25%	3 months after signing the contract
Deliverable 2: Quarterly report 2 on services rendered during the period, including accomplished versus planned activities and remedial actions.	25%	6 months after signing the contract
Deliverable 3: Quarterly report 3 on services rendered during the period, including accomplished versus planned activities and remedial actions.	25%	9 months after signing the contract
Deliverable 4: Quarterly report 4 on services rendered during the period, including accomplished versus planned activities and remedial actions.	25%	12 months after signing the contract

All deliverables must receive the agreement of the Bank prior to payment.

What you'll need:

- Education: Master's degree in business administration, management, computer science, or related field.
- Experience: At least 5 years of experience with digital transformation of the public sector
- Languages: Proficiency in English. The knowledge of French will be a plus.

Key skills:

- Learn continuously
- Collaborate and share knowledge
- Focus on clients
- Communicate and influence
- Innovate and try new things

Requirements:

- **Citizenship:** You are a citizen of one of our 48-member countries.
- **Consanguinity:** You have no family members (up to the fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB, IDB Invest, or IDB Lab.
- **COVID-19 considerations:** the health and safety of our employees are our number one priority. As a condition of employment, IDB/IDB Invest requires all new hires to be fully vaccinated against COVID-19.

Type of contract and duration:

- **Type of contract:** Products and External Services Consultant (PEC), Lump Sum
- **Length of contract:** 12 months

What we offer:

The IDB group provides benefits that respond to the different needs and moments of an employee's life. These benefits include:

- A **competitive compensation** package.
- A flexible way of working. You will be evaluated by deliverable.

Our culture:

At the IDB Group we work so everyone brings their best and authentic selves to work, willing to try new approaches without fear, and where they are accountable and rewarded for their actions.

Diversity, Equity, Inclusion and Belonging (DEIB) are at the center of our organization. We celebrate all dimensions of diversity and encourage women, LGBTQ+ people, persons with disabilities, Afro-descendants, and Indigenous people to apply.

We will ensure that individuals with disabilities are provided reasonable accommodation to participate in the job interview process. If you are a qualified candidate with a disability, please e-mail us at diversity@iadb.org to request reasonable accommodation to complete this application.

Our Human Resources Team reviews carefully every application.

About the IDB Group:

The IDB Group, composed of the Inter-American Development Bank (IDB), IDB Invest, and the IDB Lab offers flexible financing solutions to its member countries to finance economic and social development through lending and grants to public and private entities in Latin America and the Caribbean.

About IDB

We work to improve lives in Latin America and the Caribbean. Through financial and technical support for countries working to reduce poverty and inequality, we help improve health and education and advance infrastructure. Our aim is to achieve development in a sustainable, climate-friendly way. With a history dating back to 1959, today we are the leading source of development financing for Latin America and the Caribbean. We provide loans, grants, and technical assistance; and we conduct extensive research. We maintain a strong commitment to achieving measurable results and the highest standards of integrity, transparency, and accountability.

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