

TERMS OF REFERENCE

Project Name: Smart Government II Project, Mongolia
Project Number: P176631
Terms of Reference: Consultancy services to re-engineer the processes of special permit required activities associated with the municipal level local governors for the development of a functional design of Integrated Electronic Licensing System
Reference Number: 2.1.3.2
Date:

A. BACKGROUND

Through World Bank's support, The Smart Government II Project aims to improve the usability and efficiency of online public services to citizens and businesses and to increase digital skills and digital-enabled jobs.

The Smart Government II Project has five components that collectively contribute to building a whole-of-government approach for public services and public sector transformation, and the development of Mongolia's digital economy:

- Component 1: Enabling Environment for Digital Transformation: strengthens digital-related policies, regulations, and institutional frameworks, manages change and stakeholder engagement, and promotes online citizen engagement/participation.
- Component 2: Transforming Digital Government: improves the usability and efficiency of digital public services, upgrades the national and disaster recovery data centers, and strengthens the Cybersecurity Incidence Response Team (CIRT) and security of state registration data.
- Component 3: Growing the Digital Economy: enhances digital skills training for civil servants and citizens, creates 3,000 digital-enabled jobs for youths, and supports small and medium enterprises (SMEs) in adopting digital solutions.
- Component 4: Project Management Support: provides technical and operational assistance for project management, including financial management, procurement, environmental and social risk management, grievance redress mechanisms, and monitoring, reporting, and evaluation.
- Component 5: Contingent Emergency Response: ensures the provision of immediate response to an eligible crisis or emergency as needed.

The Smart Government II Project will be implemented by the Ministry of Digital Development and Communications (MDDC) as well as identified beneficiary agencies under the Project. The MDDC as lead implementing agency will be responsible for overall implementation, fiduciary, Environmental, and Social Framework (ESF) compliance for the project.

Under Component 2, sub-component objective stands for supplying, installing, commissioning, and maintaining an E-Licensing/E-Permits system. The desired outcome from the sub-component is increased citizens' and public servants' satisfaction with the sophisticated. An Integrated Electronic Licensing System is to-be a set of web-based tools and services that automate and streamline the license application and issuance processes. The intent of electronic application is to reduce processing time, improve customer service, increase efficiency, and enhance quality. The anticipated advantages of such system include:

- I. All users can view the progress of an application in real time.
- II. Single point of reference for applicants, decision makers and regulators.
- III. Improved record keeping and reliable archiving of permitting activities.
- IV. One-stop-shop for all guidelines and guidance materials, forms, contacts, templates, and associated legislation for those participating in aquaculture activities.
- V. Single point of contact and single-entry location for data to an application where it can then be accessed by all involved in decision making.
- VI. Enhanced communication between applicant and regulator that produces higher quality plan submissions and reviews, permit applications, and customer service.
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- VIII. A list of frequently asked questions or user-friendly tips.

B. OBJECTIVE OF THE ASSIGNMENT

The main objective of this assignment is to 1) lead a team of national consultants to develop a functional design of Integrated Electronic Licensing System; and 2) coordinate and oversee administrative tasks of the project component in assisting the Ministry of Economy and Development, Mongolia (hereafter as “MED”) in achieving efficacy of an Integrated Electronic Licensing System development.

C. SCOPE OF THE WORK

The scope of work has the tasks as follows:

- 1) Task 1: Preliminary examination for the to-be developed Integrated Electronic Licensing System
 - Carry-out a gap analysis which is an excellent way to identify pain points and/or weaknesses, inconsistencies, etc. in the existing Integrated database of the permit registration and information at the MED. With the analysis, (missing) core functionalities, user journey pain points, and performance issues are to be identified.
 - Prepare a Business case of to-be-developed an Integrated Electronic Licensing System. This document captures the reasoning for initiating a project and includes detailed deliverable-oriented breakdown of a sub-project into smaller components via the scheduled milestones.
- 2) Task 2: Business Process Management
 - Carry-out the BPM Approach Assessment on those special permits required activities that are associated with the municipal level local governors to determine if BPM (Business Process-Reengineering) is the correct approach to use for the proposed sub-project of redesigning business processes to achieve dramatic improvements in productivity, cycle times, quality, and employee and customer satisfaction (If not appropriate, recommendations in the field of Business Process-Improvement and/or Total Quality Management would be written).
 - Carry-out a series of training activities in the field of BPM for the junior consultants (2) and the legal consultant (1).
 - Lead and monitor the team of consultants to analyse the data to discover the as-is processes of special permit required activities associated with the municipal level local governors.
 - Lead and monitor the team of consultants to apply the hypothesis on the mined process model and design new business processes (to-be processes).
- 3) Task 3: Functional Specifications of the Integrated Electronic Licensing System
 - Develop a functional design of integrated electronic licensing system at the MED.
 - Prepare a set of procurement documents that are to-be used to select the service provider to create and develop an integrated electronic licensing system. The system is a set of computer-based tools and services that automate and streamline

the license application process for better performance and increased user satisfaction.

4) Task 4: Project component coordination

- Oversee administrative tasks, communicate with the stakeholders, and ensure resource availability for the project component.
- Assist the Project Implementation Unit (PIU) and the World Bank in the development of project management documents such as periodic reports, project component budgets, project schedules, and project plans.
- Be the liaison between the project team and project clients throughout the project life cycle.
- Monitor project progress and national consultants' performance and provide updates to the project stakeholders.

D. DELIVERABLES

The key deliverables include but not limited to the reports for all tasks as specified under "Scope of Work" as follows:

- 1) A gap analysis report on existing Integrated database of the permit registration and information at the MED.
- 2) Business case report of to-be-developed an Integrated Electronic Licensing System.
- 3) BPR assessment report on those special permits required activities that are associated with the municipal level local governors.
- 4) Syllabus for the training activities in the field of BPR for the junior consultants and the legal consultant
- 5) Report of as-is processes of special permit required activities associated with the municipal level local governors.
- 6) Report of to-be processes of special permit required activities associated with the municipal level local governors.
- 7) Report on a functional design of integrated electronic licensing system at the MED.
- 8) A set of procurement documents that are to be used to select the service provider to create and develop an integrated electronic licensing system.
- 9) 1st quarterly report for the PIU.
- 10) 2nd quarterly report for the PIU.
- 11) 3rd quarterly report for the PIU.
- 12) 4th quarterly report for the PIU.
- 13) An evaluation report that presents the findings, conclusions, and recommendations of an evaluation, which is a systematic and objective assessment of the performance, impact, and effectiveness of the project component.

E. REQUIRED QUALIFICATIONS

Education: A suitable candidate should have the master's degree from an internationally accredited academic institution in the field business administration (specialised in project management), and other relevant areas;

Experience: A suitable candidate must have experience of exceptional worth for the assignment. Besides, at least 10 years of professional experiences in public service and business management:

- Minimum 2 years professional experience in the field of project coordination at the International Financial Institution sponsored project is required.

- Previous professional experience in BPM is required. A suitable candidate must have conducted BPI/BPR for at least 5 projects in the last 5 years.
- Proven experience of developing functional specification is required.
- Excellent interpersonal skills with the ability to function effectively and collaboratively in a team environment is essential.
- Previous professional experience in senior management of private sector is desired.
- Satisfactory prior project coordination experiences with the public authorities are advantages.

Language skills: Excellent command of written English and Mongolian.

Other skills: Ability to interact effectively with the MED staff.

F. SUPERVISION AND REPORTING

The Coordinating Consultant will report to the beneficiary institution (MED) on activities set in the Scope of Work. In addition to the reports required, it is his or her obligation to report all significant project events to the PIU.

G. CONTRACT DURATION AND COST ESTIMATION

The rapid selection is essential for this assignment. The assignment is expected to commence in April, 2024.

The duration of the assignment is for 13 months. If the coordinating consultant's performance in accordance with tasks in the TOR is inadequate, the beneficiary shall be entitled to terminate the contract of the assignment.

H. INSTITUTIONAL ARRANGEMENTS

The relevant counter specialist at the beneficiary shall assist the Coordinating Consultant for performing the assignment. The MED will provide office space with furniture, internet access, computer and printers.