

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: 2.1.3.3
Date:

A. BACKGROUND

Through the 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 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 under supervision and guidance of the Coordinating Consult, to assist 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: Business Process Management
 - Under supervision and guidance of the Coordinating Consult, gather and analyse the data to discover the as-is processes of selected special permit required activities associated with the municipal level local governors.
 - Under supervision and guidance of the Coordinating Consult, apply the hypothesis on the mined process model and design new business processes (to-be processes) for the selected special permit required activities associated with the municipal level local governors.
- 2) Task 2: Other assigned tasks
 - Undertake any other tasks assigned reasonably by the beneficiary (Innovation Policy Department, MED).
- 3) Task 3: Administrative tasks of the sub-project
 - Assist the Coordinating Consultant to prepare quarterly reports for the Project Implementation Unit (PIU).

D. DELIVERABLES

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

- 1) 3 reports (those business of selected special permit required activities associated with the municipal level local governors are expected to be divided into three parts, such that one part is no more than 15 processes than the others) of as-is processes of selected special permit required activities associated with the municipal level local governors. These reports must contain the areas as follows:
 - Interviews and Feedback Summary: A compilation of insights and feedback gathered from key stakeholders within the organisation. This helps in understanding the impact of current processes on different parts of the organisation and identifies areas of concern or suggestions for improvement.
 - As-Is Process Mapping and Documentation: Detailed documentation of existing business processes, which are to be represented via BPMN diagrams.

- Gap Analysis: A comprehensive report that compares the current state of business processes with the desired or optimal state. This analysis identifies specific gaps in performance, quality, efficiency, and compliance.
 - Recommendations for Improvement: A critical deliverable, this includes a detailed list of recommended changes or enhancements to existing processes. Recommendations should be actionable, feasible, and aligned with the organization's goals and resources.
- 2) 3 reports of to-be processes of selected special permit required activities associated with the municipal level local governors. These reports must contain the areas as follows:
- To-Be Process Mapping and Documentation: Detailed documentation of future business processes, which are to be represented via BPMN diagrams. This document serves as a roadmap for change, identifying where the organization needs to be in order to achieve its goals.
 - Implementation Plan: A roadmap for executing the recommended improvements. This should include timelines, resource requirements, roles and responsibilities, and key milestones.
 - Change Management Strategy: Guidance on managing the transition to new processes, including communication plans, training programs, and strategies to address resistance or challenges.
 - Risk Assessment and Mitigation Strategies: Analysis of potential risks associated with the implementation of new processes and strategies to mitigate these risks.
 - Performance Metrics and KPIs: Definition of key performance indicators (KPIs) and metrics to measure the success of the implemented improvements. This also includes a framework for ongoing monitoring and evaluation.

E. REQUIRED QUALIFICATIONS

Education: A suitable candidate should have the bachelor's degree from an accredited academic institution in the field business administration, marketing, management, and other relevant areas;

Experience:

- Minimum 2 years' professional track record of business and/or economic analytics.
- Excellent interpersonal skills with the ability to function effectively and collaboratively in a team environment is essential.
- Previous experience in business process management is not mandatory but will be an advantage.
- Prior consultancy experiences with the public authorities and the businesses 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 Consultants (2) 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 via the Coordinating Consultant.

G. CONTRACT DURATION AND COST ESTIMATION

The assignment is expected to commence in June, 2024. The duration of the assignment is for 06 months. If the consultants' performances in accordance with tasks in the TOR are inadequate, the beneficiary shall be entitled to terminate the contracts of the assignment.

H. INSTITUTIONAL ARRANGEMENTS

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