United Nations Development Programme

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TERMS OF REFERENCE

Job title:	**National Consultant to conduct analysis and reengineering of the Moldovan Civil Status Service business processes**
Duty station:	Chisinau, Moldova
Reference to the project:	Democracy Programme / Elections
Contract type:	Individual Contract (IC)
Expected workload:	30 working days between 27 July – 30 September 2015
Starting date:	27 July, 2015

Job description

1. BACKGROUND:

UNDP Moldova Democracy Programme/Elections (further referred as Programme) is a multi-year institutional development programme that supports strategic development of the Central Electoral Commission of Moldova (CEC) with the aim to strengthen the capacity of electoral administration to deliver professional, transparent and efficient electoral processes. Overarching goal of the Programme is to improve the democracy in Moldova through modernization of the electoral processes, through free and fair elections representing the will of the people and which are fully in line with the international standards and best practices.

The Programme shall also provide support to the Government of Moldova and different line ministries in development of key state registers and improvement of data exchange between these, with the overall purpose to improve the quality of the data contained in the state register of population and implicitly the quality of data imported in the state register of voters. As part of this activity the Programme intends to provide support to development of the necessary interoperability framework needed for official data exchange among the State Population Register, Register of Civil Status Acts, Official Address Register and other key registers.

In accordance with the Government Decision No. 82 of 31 January 2008 on the Civil Status Service (CSS) among the key tasks of CSS are organization of civil status acts registration processes undertaken in Moldova and creation and maintenance of the civil status' automated informational systems.

In this regard, during 2014 CSS has conducted a complex analytical exercise of the registration processes of all civil status acts. This analysis captured the current processes in an "As Is" analytical assessment. Further reengineering ("To Be" analysis) of 6 (six) primary registration processes for birth, marriage, divorce, death, change of name and issuance of duplicates has been also completed. As a next step, CSS approached the Programme with the request to support the reengineering of those remaining processes, for which the "To Be" analysis has not been undertaken (e.g. reconstitution or transcription of civil status acts).

2. OBJECTIVES:

The Programme intends to contract an experienced business analyst ("consultant") to assist the Programme and CSS in process analysis and design area, namely to perform an analysis and the reengineering of the current CSS business processes.
The expected output for the consultant's assignment is to support CSS with:
➤ Redesigning of CSS processes, their reengineering and description of how these processes are to be enhanced in future.

The consultant is expected to undertake the following steps to ensure preparation of relevant, concise and clear deliverables, meeting the stated objectives:
1) Review the legal framework related to objectives of the assignment, past reports and other relevant documentation;
2) Organize and participate in meetings and interviews with relevant stakeholders, central and local Moldovan institutions and entities performing registration of civil status acts;
3) Perform the "To Be" analysis for the following CSS business processes:
   1. *Birth:*
      - Subsequent registration of the birth act;
      - Transcription of birth act;
      - Reconstitution of birth act;
      - Reconstitution of the birth act of the deceased person.
   2. *Marriage:*
      - Transcription of the marriage act;
      - Reconstitution of marriage act.
   3. *Changes to the name and/or surname:*
      - Transcription of civil status act;
      - Reconstitution of civil status act.
   4. *Divorce:*
      - Transcription of divorce act;
      - Reconstitution of divorce act.
   5. *Death:*
      - Subsequent registration of death;
      - Transcription of death act;
      - Reconstitution of death act.
   6. *Issuance of civil status documents.*
4) Present the results of the "To Be" analysis in a compelling way, prepare high quality drafts of required deliverables for distribution and consultation;
5) If required, present the deliverables to CSS and other key stakeholders during roundtable-discussions and workshops;
6) Review and integrate relevant comments into the final deliverables;
7) Submit final deliverables for approval to the Programme and CSS;
8) Develop a Final report which shall address the prerequisites, key steps, benchmarks, design principles and tools for implementation of the redesigned processes.

The "To Be" analytical report shall follow a mutually agreed format, containing but not being limited to the following structural elements:
➤ Background;
➤ Summary;
➤ Scope;
➤ Identification of processes;
➤ Recommendations for reengineering of the processes;
➤ Options for optimization of the processes;
➤ Tables;
➤ Annexes.

3. KEY DELIVERABLES AND TENTATIVE TIMETABLE:

Key deliverables:	Indicative Timetable
Preparatory work: Inception study of available information	*By 28 July 2015* *2 WD*
Deliverable #1: Detailed work plan to be applied for the respective assignment prepared and submitted for approval.	*By 29 July 2015* *1 WD*
Deliverable #2 Draft "To Be" analytical report for the mentioned 7 (seven) CSS business processes developed and submitted for approval	*By 30 September 2015* *27 WD*
Deliverable #3: Final report on the assignment submitted for approval	

All deliverables should be agreed with CSS and the Programme and be provided in Romanian hard and electronic copy. A brief version of final report should be provided in English.

4. INSTITUTIONAL ARRANGEMENTS:

The assignment shall be performed under the direct supervision of the UNDP Electoral Specialist and in close cooperation with designated CSS staff.

Deliverables of the consultant will be approved by the designated CSS official and certified by UNDP Electoral Specialist. Payments shall be done in two installments, upon submission and certification of the produced deliverables. Payments will be done in two instalments:
30% after approval and certification of Deliverable #1 and
70% after approval of Deliverables #2 and #3 by the UNDP Electoral Specialist.

The timeframe for the work of the consultant is planned between 27 July and 30 September 2015. During this period the consultant is expected to work 30 working days. Upon request, the consultant will be provided office space in the premises of CSS.

5. QUALIFICATIONS AND SKILLS REQUIRED:

I. Academic Qualifications:
- University degree in Economics, Business administration, Public administration, Computer sciences, Engineering, Telecommunications or related fields;

II. Experience:
- Minimum 10 years of experience in IT area
- At least 3 years of working experience in business analysis and business process analysis/modelling;
- Proven experience with business process management or workflow management would be an asset;
- Minimum 5 similar assignments performed.

III. Competencies:
- Proven knowledge of Universal Modelling Language;
- Good analytical skills and experience in domain data modeling;
- Knowledge of standards related to data exchange and interoperability;
- Good understanding of the regulatory documents in the ICT field;
- Good understanding of existing IT systems in central public authorities;

- Knowledge of Romanian and Russian (verbal and written) is a must. Knowledge of English will be a strong advantage. Knowledge of one or more additional languages relevant for Moldova, including Bulgarian, Gagauzian, Romani, Ukrainian or sign language is an asset;

The UNDP Moldova is committed to workforce diversity. Women, persons with disabilities, Roma and other ethnic or religious minorities, persons living with HIV, as well as refugees and other non-citizens legally entitled to work in the Republic of Moldova, are particularly encouraged to apply;

6. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING PROPOSALS:

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

a. Proposal: explaining why they are the most suitable for the work including past experience in similar Projects (please provide brief information on each of the above qualifications, item by item);
b. Financial proposal (lump-sum in USD, specifying a total requested amount per working day, including all related costs, e.g. fees, phone calls etc.);
c. Duly completed P11 form, personal CV and at least 3 references.

Note: upon request, candidates must present proof of similar assignments in the form of business analysis documents, business process analysis documents, technical charts, diagrams etc.