



INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Consultant for Business Process Analysis for the Zimbabwe National Statistics Agency: Revision 1

Date: 12 May 2014

Country: Zimbabwe

Period of assignment/services: 60-80 days over a period of 7 months as indicated in the TOR

Individual consultants are requested to submit proposals separately with details of the specific role they are interested in within the consultancy. It is expected that the assignment will be undertaken by a team of experts/specialists who will be assembled ad-hoc by UNDP after reviewing applications and selecting the three best matches for the assignment.

bidstechnical.zw@undp.org for technical proposals- detailed methodology, workplan and approach
bidsfinancial.zw@undp.org for financial proposals i.e. Confirmation of Interest and Submission of Financial Proposal

No later than 27 May 2014 @ 16:00hrs.

Any request for clarification must be sent by standard electronic communication to the following e-mail: procurement.zw@undp.org.

The response will be sent by standard electronic mail and written copies of the response including an explanation of the query without identifying the source of inquiry will be sent to all consultants.

1. BACKGROUND

The Zimbabwe National Statistical Agency (ZIMSTAT) is a semi-autonomous corporate body responsible for the production and certification of official statistics in Zimbabwe. ZIMSTAT was established by the Census and Statistics Act of 2007, which came into effect on Just 1st 2010. The Act provides the legal and institutional framework governing the establishment and mandate of ZIMSTAT, including its relationship to other actors in the National Statistical System. The Act outlines ZIMSTAT's broad mandate as including conducting the national population census or any other censuses and surveys as may be required to produce economic and social data; coordinating and supervising the National Statistical System; advising Government on all matters pertinent to statistics; promoting the use of sound statistical standards and methodologies in the national statistical system; compiling, analysing, publishing and disseminating statistical information alone or in partnership with other government ministries or actors in the national statistical system; and not least, the development and maintenance of a central business registry and a comprehensive statistics database.

As a newly transformed entity from the erstwhile Central Statistical Office (CSO), ZIMSTAT is in the process of institutional transformation to better discharge its mandate of producing quality and timely data for development policy formulation, management and monitoring-and-evaluation. ZIMSTAT is now a semi-autonomous agency to better address the needs of disparate state and non-state actors in the country. The process and outcome of transforming the National Statistical System is articulated in the National Strategy for the Development of Statistics (NSDS), 2011-2015.

Project Context — A Case for Business Process Analysis and Re-engineering

Following the development of the 2011-2015 National Strategy for the Development of Statistics (NSDS) and the launch of the 2011-2015 Strategic Plan, UNDP and ZIMSTAT developed a project for the coordinated approach on strengthening of the capacity of the ZIMSTAT through a sector-wide approach to programming (SWAP). UNDP is fully committed to supporting the critical elements of this project, ***Support to ZIMSTAT and the National Statistical System.***

The project Outputs are to:

1. Strengthen the capacity of ZIMSTAT and National Statistical System;
2. Promote awareness on the use and value of statistics;
3. Develop, manage and coordinate the national statistical system (NSS) effectively; and
4. Production and dissemination of quality statistics

Output 1 envisages, inter alia, the skills development and change management programmes required for furthering the transformation of ZIMSTAT. Business process analysis and re-engineering at ZIMSTAT is a key activity for the achievement of Output 1. It is in this context that ZIMSTAT, through the support from UNDP intends to engage a competent consultant(s) to undertake the business process analysis and propose a possible re-engineering in order to render ZIMSTAT more efficient and effective in the discharge of its mandate.

2. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK

Under the supervision of the Director General of ZIMSTAT, and with support from UNDP, **a team of consultants** will be responsible for undertaking an exhaustive business process analysis of the Agency key business processes, organizational structure, job definitions, underlying assumptions and beliefs, and information flow with the goal of seeking ways of recommending business process reengineering/redesigning to achieve marked improvements in critical result areas vis-à-vis ZIMSTAT's new mandate and the rigors of a well-functioning national statistical system.

Objective(s):

The objective of the BPR is to undertake the redesign and modernization of all business processes at ZIMSTAT, with the purpose of raising the business efficiency and effectiveness at all levels across the organization.

Detailed Activities:

a. Undertake thorough analysis of the current business processes:

- Document and map the major business processes
- Identify shortcomings and constraints to operational efficiency and bottlenecks in the processes and opportunities for improving them
- Identify and analyse inherent transaction costs for the business processes;

b. Recommend re-engineering of the ZIMSTAT Business Processes:

- Based on the mapping of corresponding business processes in all the different sections and functional areas of ZIMSTAT, design results-oriented end-to-end business processes;
- Provide detailed recommendations on business practices improvements, with focus on increased intra-organisation harmonisation, improved effectiveness, greater efficiency and measurable reduction of transaction costs.
- Provide recommendations on adjustments of organizational structures, roles and responsibilities. Job definitions and required capacities.

c. Draw up an action plan and resource budget for the implementation of the proposed re-engineering processes:

- Prepare an action plan for undertaking the complex business for business process re-engineering.
- Identify key personnel that will comprise the Business process re-engineering e.g.: Project Team leader, process expert; business process designer etc.

- Outline and quantify other resources required for the implementation of the recommended business process re-engineering.

d. Advise on the training needs for the business processes to support change management:

Identify key training requirements for implementing the agreed business processes for ZIMSTAT;

3. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

Individual consultants are requested to submit proposals separately with details of the specific role they are interested in within the consultancy. It is expected that the assignment will be undertaken by a team of experts/specialists who will be assembled ad-hoc by UNDP after reviewing applications and selecting the three best matches for the assignment. The team shall comprise of:

1. **A team leader:** ideally a governance or reform/restructuring expert; s/he shall provide overall guidance to the assignment. S/he shall also be a professional project management consultant with at least 10 years experience in project management. Advanced university degree in Business Administration/Management, Social Sciences or related field.
2. **A process expert:** with relevant in government/parastatal processes, process re-engineering, institutional strengthening and programme/project management. University degree in engineering, computer sciences, operations management, information systems, industrial engineering or other related fields. At least 10 years experience in business process analysis/re-engineering.
3. **A business process designer:** deep knowledge of standard and widely acceptable business process modelling methods, techniques, tools, language and notations, its analysis, in static terms and simulation dynamic conditions, process bottlenecks detection etc. A university degree in computer sciences, information systems or related fields with emphasis in business process management/re-engineering and/or systems analysis and design. At least 7 years experience in business process modelling.

The consulting team will be assembled ad-hoc by UNDP after reviewing applications and selecting the three best matches for the assignment. However, bids from pre-existent teams of individual consultancy will also be considered.

4. DELIVERABLES.

All deliverables such as reports, plans and other artefacts should be delivered to UNDP for onward transmission to ZIMSTAT for acceptance and/or approval in order to reach the planned milestone and proceed to the next stage.

The consultant will be required to submit the following progression of Outputs:

- a) **Inception Report: Within two weeks of signing the contract**, the consultant shall present an inception report detailing the Assignment Work Plan. The work plan shall indicate clear

timelines, a detailed approach and methodology and identified list of key stakeholders to be consulted, as well as the indicative structure of the final report;

b) **An Interim Report:** The report shall be in three parts:

1) Comprising of a stakeholder analysis, identification of services, and a detailed process diagrams for the current business processes. The report shall also identify current threats to the ZIMSTAT, bottlenecks and possibilities for improvement.

2) Analysis of the performance and structures of the current business processes and the redefined processes in order to pin point benefits but also the possible radical changes that could impact other aspects of ZIMSTAT. This section will contain a Gap Analysis.

3) Recommendations on the Business Process Re-engineering: for their reorganization for enhanced organizational effectiveness and efficiency; complete with an action plan and resource budget for the implementation of the proposed business process re-engineering

c) **A Workshop Presentation:** to solicit inputs from stakeholders; and

d) **A Final Report** that incorporates all the comments from stakeholders, ZIMSTAT, UNDP and the workshop participants.

Reporting and Quality Control for the assignment

The consulting team will be supervised by the ZIMSTAT Director General and will be based at the ZIMSTAT offices;

Administrative and strategic support and guidance will be provided by UNDP in close collaboration with other UN Agencies;

Through the Director General of ZIMSTAT, the team will ensure that the key stakeholders to the work are regularly consulted and updated on the progress of development of the assignment.

5. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

- (i) Letter explaining why the consultant is the most suitable for the work
- (ii) Brief Description of Approach to Work/ Methodology
- (ii) Confirmation of Interest and Submission of Financial Proposal
- (iii) Personal CV and P11

6. FINANCIAL PROPOSAL.

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable deliverables (qualitative and quantitative). The financial proposal must include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).

7. EVALUATION

The award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

Having received the highest combined score of the technical and financial scores.

** Technical Criteria weight; 70%*

** Financial Criteria weight; 30%*

Only candidates obtaining a minimum of 70 points out of 100 points at the technical evaluation will be considered for the Financial Evaluation

Technical Proposal Evaluation: Team Leader		Points obtainable
1.	Experience of the consultant:	Max 50points
Sub criteria	1.1 Ideally a governance or reform/restructuring expert. S/he must be a holder of at least a Masters degree in Business Administration/Management, Social Sciences or related fields.	15
	1.2 S/he should have proven experience in leading and/or coordinating/managing large projects on business process mapping and re-engineering, costing and development and/or analysis of corporate/organisational guidelines.	10
	1.3 S/he shall have strong problem solving, organisational and presentation skills, strong written and oral communications skills (in English), strong interpersonal skills with ability to promote team work and advanced computer skills, including proficiency in documents, presentation, and spreadsheets.	10
	1.4 S/he shall have a least ten (10) years of professional experience of which seven (7) years are with international organisations and/or private sector in the field of organisational improvement, management consulting, business process analysis.	10
	1.5 Knowledge with various project management tools will be a distinct advantage	5
Sub total		50
2.	Adequacy of methodology and work plan:	Max 40 points
Sub criteria	2.1 Have the important aspects of the task been addressed in sufficient detail?	10
	2.2 Are the different components of the project adequately weighted relative to one another?	10
	2.3 Is the scope of task well defined and does it correspond to the TOR?	10
	2.4 Work plan - Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	10

	Sub total	40
3.	Organization and completeness of the proposal	5
4	Intellectual and technical soundness	5
	Sub total	10
	Total points	100

Technical Proposal Evaluation: Process Expert		Points obtainable
1.	Experience of the consultant:	Max 50points
Sub criteria	1.1 S/he should be a holder of a Master's degree in engineering, computer sciences, operations management, information systems or other related scientific or related technical discipline..	15
	1.2 S/he should have at least ten (10) years' experience in business process analysis related duties, and at least seven (7) years of proven professional experience in government/parastatal and private companies on complex business process analysis and re-engineering, implementing management operating systems or process improvement initiatives.	10
	1.3 S/he must have expert understanding of business analysis fundamentals, business process and the applications of these to business issues and data challenges of an organisation as a whole.	10
	1.4 S/he must have ability to lead change and innovation, to estimate IT project effort, costs and schedules and to prepare business cases. S/he must have a strong customer focus and ability to manage client expectations.	10
	1.5 S/he must have ability to identify existing business processes, extract, interpret, analyse and format them in suitable tools in order to conduct detailed static and dynamic analysis of business processes, bottleneck detection etc.	5
	Sub total	50
2.	Adequacy of methodology and work plan:	Max 40 points
Sub criteria	2.1 Have the important aspects of the task been addressed in sufficient detail?	10
	2.2 Are the different components of the project adequately weighted relative to one another?	10
	2.3 Is the scope of task well defined and does it correspond to the TOR?	10
	2.4 Work plan - Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	10
	Sub total	40

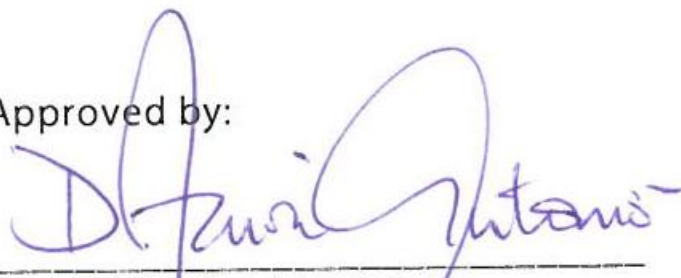
3.	Organization and completeness of the proposal	5
4	Intellectual and technical soundness	5
	Sub total	10
	Total points	100

Technical Proposal Evaluation: Business Process Designer		Points obtainable
1.	Experience of the consultant:	Max 50points
Sub criteria	1.1 S/he should be a holder of Master's degree in computer sciences, information systems, or related fields with emphasis in business process management/engineering and/or systems analysis and design.	15
	1.2 S/he should have at least seven (7) years working experience, five (5) of which should be of progressively responsible professional experience in best practice implementation and business process modelling including documenting and analysing functional procedures and workflows, business process re-engineering and definition and evaluation of user requirements in selection or development and implementation.	10
	1.3 S/he must have deep knowledge of standard and widely acceptable business process modelling methods, techniques, tools, language and notations, its analysis, in static terms and simulation dynamic conditions, process bottlenecks detection etc.	10
	1.4 S/he must have ability to lead change and innovation, to estimate IT project effort, costs and schedules and to prepare business cases. S/he must have a strong customer focus and ability to manage client expectations.	10
	1.5 S/he must have expert understanding of business analysis fundamentals, business process and the applications of these to business issues and data challenges of an organisation as a whole.	5
	Sub total	50
2.	Adequacy of methodology and work plan:	Max 40 points
Sub criteria	2.1 Have the important aspects of the task been addressed in sufficient detail?	10
	2.2 Are the different components of the project adequately weighted relative to one another?	10
	2.3 Is the scope of task well defined and does it correspond to the TOR?	10
	2.4 Work plan - Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	10

	<i>Sub total</i>	40
3.	Organization and completeness of the proposal	5
4	Intellectual and technical soundness	5
	<i>Sub total</i>	10
	Total points	100

Financial score= Lowest Financial proposal x 30
Financial proposal

Approved by:



Denise Findley-Antonio
Deputy Country Director Operations