



Government of Trinidad and Tobago
Ministry of the Attorney General and Legal Affairs
REQUEST FOR SUBMISSION OF CVs
Strengthened Information Management at the Registrar General's Department
INDIVIDUAL CONSULTANT
Business Analyst
Loan No: LO 3022/OC-TT
SIMRGD-6-3CV-CI

The Government of the Republic of Trinidad and Tobago has received financing from the Inter-American Development Bank (IDB) towards the cost of the Strengthened Information Management at the Registrar General's Department (SIMRGD) and intends to apply part of the proceeds to the engagement of an individual to conduct a business analysis of the property registration system in Trinidad and Tobago. This consultancy seeks to engage the services of a suitably qualified individual with a strong background in information technology, computer science, business information systems, law or business administration with significant experience in developing business recommendations and change management solutions for automated systems in Land Registries or other government or private sector systems. The overall objective of this consultancy is to perform a business analysis of the operations at the Registrar General's Department and provide specific recommendations, manuals and guidelines for the introduction and management of an automated Property Business Registration Solution (PBRs).

The Ministry of the Attorney General and Legal Affairs now invites eligible individuals to indicate their interest in providing the services by submitting their cover letter and curriculum vitae providing information demonstrating that they have the required qualifications and relevant experience in accordance with the Terms of Reference (TOR) and using the curriculum vitae format at Appendix II of the TOR. For full details, review the Terms of Reference here (<http://www.ag.gov.tt/About-Us/Vacancies>).

Individuals will be selected in accordance with the procedures set out in the Inter-American Development Bank: Policies for the Selection and Contracting of Consultants financed by the Inter-American Development Bank (GN-2350-9). Interested persons should submit a letter of interest and Curriculum Vitae by **3:00 pm (EST) on February 02, 2018** to procurementmla@gov.tt addressed as follows:

The Permanent Secretary
Ministry of the Attorney General and Legal Affairs
Attention: Ms Kizzann Lee Sam, Project Manager
Strengthened Information Management at the Registrar General's Department
Corner London and Richmond Street, Port of Spain
Tel: 1 (868) 223-2452 ext. 3409
E-mail: procurementmla@gov.tt
Subject: Business Analyst Consultancy (IDB Loan No: 3022/OC-TT)

Ministry of the Attorney General and Legal Affairs (MAGLA)
Government of the Republic of Trinidad & Tobago
Strengthened Information Management at the Registrar General's Department
(IDB Loan No: 3022/OC-TT)

TERMS OF REFERENCE

BUSINESS ANALYST RECRUITMENT– INDIVIDUAL CONSULTANCY

1. Background and Justification

The Ministry of the Attorney General and Legal Affairs (MAGLA) is currently implementing a project; Strengthened Information Management at the Registrar General's Department (SIMRGD), which is financed through a loan facility funded by the Inter-American Development Bank (IDB). The SIMRGD project primarily aims to improve conditions for investment in Trinidad and Tobago by streamlining the property registration process.

As part of the process to Strengthened Information Management, the project seeks to support the Registrar General's Department (RGD) in making its Land Registry holding available to all its users. The collection houses documents that are critical to ascertaining land tenure of all privately owned property in Trinidad and Tobago, and relied on by local and foreign investors to provide information on land parcels. Also, given the uniqueness of the collection, their historical and cultural value can be considered priceless.

In carrying out this objective of Strengthened Information Management, it has become necessary to conduct a comprehensive Business Analysis aimed at providing recommendations and guidelines for the introduction and management of an automated Property Business Registration Solution for the Registrar General's Department. In this regard, the Ministry of the Attorney General and Legal Affairs is seeking a qualified independent consultant to carry out this analysis. .

2. Objectives and Deliverables

Reporting to the PIU Project Manager, the Business Analyst will perform a business analysis and provide specific recommendations, manuals and guidelines for the introduction and management of an automated Property Business Registration Solution (PBRS) for the Registrar General's Department under the Ministry of the Attorney General and Legal Affairs in Trinidad and Tobago. The consultant will deliver required documents on topics such as: Business Process Implementation, System Requirements Specification, Acceptance Testing, etc. The Business Analyst will be guided by the Project Manager, and in collaboration with the Registrar General's Department.

2.1 Specific deliverables are:

1. **Prepare** a comprehensive business analysis and list of requirements under an automated system for RGD, including process flows, users and reporting structures, among other tools
2. **Draft and finalize** a manual on the operation of a modern Land Registry solution that delivers enhanced services to its customers and stakeholders
3. **Support** the preparation of a disaster recovery model under new business structure, in collaboration with the PIU ICT Specialist and system developer

3. **Scope of Consultancy**

3.1 Type of Consultancy

An individual will be recruited for this assignment.

3.2 Tasks

The Business Analyst will be the primary business liaison between the technical developer of the PBRs and the Ministry. The BA will work closely with members of the PIU and the RGD, and will focus on three core functions:

1. **Define the business requirements for the PBRs, by analysing current RGD practices and technologies, and making recommendations on improvements, taking into consideration industry standards and best practices.**

Major Tasks

- Research and analyse current real property registration practices in place in Trinidad and Tobago, including public and private institutions.
- Research and analyse the current personal property implementation in PIMS, and make recommendations on how to accommodate these features and functions in the new solution.
- Review and propose changes where necessary to legislation to be consistent with the RGD's operations respecting the Land Registry, and other legal or administrative intersects.
- Identify standards and take into consideration the legal, technological and operational needs for electronic conveyancing in Trinidad and Tobago, including but not limited to the Registrar General's Department, Board of Inland Revenue, Surveys and Mapping Division, Town and Country Planning, Commissioner of Valuations, the Tobago House of Assembly (THA) and private industry groups, including but not limited to lenders, title companies and other entities having an interest in the registration of real property.
- Security Assessment and plans for current and future Land Registry operations.
- As-Is situation assessment (technology, services and business processes, data, and organization) including identifying improvements desired and barriers to automation.

- To-Be operational concept definition (the future vision) based on RGD operational needs and the As-Is Assessment and improvements identified. This includes defining new/revised services, high-level business processes, and business requirements.
 - Develop best practice recommendations on workflow and business processes.
 - Provide functional, non-functional, and technical process specifications reflecting standards to be used in evaluating technology options.
2. **Stakeholder Engagement and Needs Analysis for business and technical architecture and design:**
- Analyse the business and technical requirements for the integration of the Surveys and Mapping Division's Survey Plans as it relates to registration of property under the Real Property Act (RPA).
 - Analyse the business and technical requirements for the reciprocal data sharing between RGD and the Board of Internal Revenue, the Trinidad and Tobago Police Service (TTPS), the Immigration Department, the Customs Department, and those agencies with which the RGD transacts business.
 - Identify any additional functions and features that support data sharing.
 - Identify opportunities for Business Process Management improvements.
 - Ensure the system architecture is extensible (e.g., support for new product types and services).
 - Determine the effort needed by the Ministry and the stakeholder agencies to configure, operate and maintain any reciprocal data sharing agreements.
3. **Prepare recommendations to prepare the RGD for its operation of a modern Land Registry solution while delivering enhanced services to its customers and stakeholders.**

Major Tasks

- Business change and transition planning (a plan that specifies the activities and resources necessary to prepare the business, stakeholders, and customers, to transition to and use the modernized Land Registry solution).
- Assist RGD with organizational change and redesign of the RGD workforce, including review and redesign of staff roles and responsibilities.
- Provide training needs analysis, prepare training plans and materials and conduct staff training on the new Land Registry solution.
- Elaborate on the new and revised process definitions used by operations and administrative staff in operating the new Land Registry solution.
- Perform disaster recovery planning by updating any existing RGD disaster recovery plans to include changes required to the infrastructure design, to support the RGD operations and use of the new Land Registry solution.

3.3 Deliverables

Deliverable	Time Frame	Payment
1. Submit an inception report	Within 2 weeks of contract signing	5%
2. Prepare and Submit a comprehensive business analysis and list of requirements under an automated system for RGD, including process flows, users and reporting structures, among other tools	At the end of month 2	10%
3. Submit mid-project status update using an agreed MAGLA template	At the end of month 4	5%
4. Prepare and finalize a manual on the operation of a modern Land Registry solution that delivers enhanced services to its customers and stakeholders	At the end of month 8	50%
5. Prepare and Submit a draft disaster recovery model under the new business structure, in collaboration with the PIU ICT Specialist and system developer	At the end of month 9	25%
6. Submit final report using an agreed MAGLA template	At the end of month 9	5%

All deliverables must be signed off by the Project Manager, PIU, or other designated representative from MAGLA.

3.3 Contract Duration

The duration of the assignment will be nine (9) months from the commencement of the contract.

3.4 Work Location

The position is based in Trinidad and Tobago.

3.5 Client Input

The client (MAGLA) will make all required documentation available, provide basic office accommodation and facilitate contact with other stakeholders and agencies as necessary.

3.6 Supervision

The contracted consultant will report to the Permanent Secretary of the Ministry of the Attorney General and Legal Affairs or her designate. The Project Manager of the Project Implementation Unit (PIU) will provide operational supervision.

3.7 Qualifications and Experience

- Undergraduate degree in business information systems, information technology, computer science, law or business administration.
- PMI-ACP or Agile Certified would be a plus

The Consultant must be able to demonstrate within their submission or during an interview, the following:

General Experience

- Experience developing business recommendations and change management solutions for automated systems in Land Registries or other government or private sector for 7 years or more

Specific Experience

- Experience with analysing / applying Trinidad and Tobago or other Commonwealth country laws and policies through legal practice or printed publications / recommendations
- Experience working with or on other Government of the Republic of Trinidad and Tobago or other Commonwealth related projects, particularly related to automating land and property registration systems

Knowledge and Skills

- Communication - Expresses information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately
- Problem Solving - Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.

Applicants must be fluent in English and be a national or resident of an IDB member country (See **Appendix 1**).

4. Client Input

The client (MAGLA) will make all required documentation available, provide basic office accommodation and facilitate contact with other stakeholders and agencies as necessary.

APPENDIX I

ELIGIBLE COUNTRIES

This section lists the Bank's member countries, to determine the country of origin of goods.

“Eligible countries are: Argentina, Austria, Bahamas, Barbados, Belgium, Belize, Bolivia, Brazil, Canada, Colombia, Costa Rica, Chile, Croatia, Denmark, Dominican Republic, Ecuador, El Salvador, Finland, France, Germany, Guatemala, Guyana, Haiti, Honduras, Israel, Italy, Jamaica, Japan, Mexico, Netherlands, Nicaragua, Norway, Panama, Paraguay, People's Republic of China, Peru, Portugal, Republic of Korea, Slovenia, Spain, Suriname, Sweden, Switzerland, Trinidad & Tobago, United Kingdom, and United States, Uruguay and Venezuela.”

Eligible Territories are:

- a) Guadeloupe, French Guiana, Martinique, Reunion – as Departments of France
- b) U.S. Virgin Islands, Puerto Rico, Guam – as Territories of the USA
- c) Aruba – as a constituent country of the Kingdom of the Netherlands; and Bonaire, Curacao, Saint Marten, Saba, St Eustatius – as Departments of the Kingdom of the Netherlands
- d) Hong Kong – as a Special Administrative Region of the People's Republic of China”

Nationality and origin of Goods and Services Criteria

The policy provisions make it necessary to establish criteria to determine: a) the nationality of the firms and individuals eligible to bid or participate in a bank-financed contract and b) the country of origin of goods and services. For these determinations, the following criteria shall be used:

(A) Nationality.

- a) An individual is considered to be a national of a member country of the Bank if he or she meets either of the following requirements:
 - i. is a citizen of a member country; or
 - ii has established his/her domicile in a member country as a “bona fide” resident and is legally entitled to work in the country of domicile.

b) A firm is considered to have the nationality of a member country if it meets the two following requirements:

- i. is legally constituted or incorporated under the laws of a member country of the Bank; and
- ii. more than fifty percent (50%) of the firm's capital is owned by individuals or firms from member countries of the Bank.

All members of a joint venture and all subcontractors must meet the nationality criteria set forth above.

(B) Origin of Goods.

Goods have their origin in a member country of the Bank if they have been mined, grown, harvested, or produced in a member country of the Bank. A good has been produced when through manufacture, processing or assembly, another commercially recognized article results that differ substantially in its basic characteristics, function, or purpose of utility from its parts or components.

For a good consisting of several individual components that need to be interconnected (either by the supplier, the purchaser or by a third party) to make the good operative and regardless of the complexity of the interconnection, the Bank considers that such good is eligible for financing if the assembly of the components took place in a member country, regardless of the origin of the components. When the good is a set of several individual goods that are normally packaged and sold commercially as a single unit, the good is considered to originate in the country where the set was packaged and shipped to the purchaser.

For purpose of origin, goods labeled "made in the European Union" shall be eligible without the need to identify the corresponding specific country of the European Union.

The origin of materials, parts or components of the goods or the nationality of the firm that produces, assembles, distributes or sells the goods, does not determine the origin of the goods.

(C) Origin of Services.

The country of origin of services is that of the individual or firm providing the services as determined under the nationality criteria set forth above. These criteria apply to services ancillary to the supply of goods (such as transportation, insurance, erection, assembly, etc.), to construction services, and to consulting services.

APPENDIX II

Curriculum Vitae (CV)

Position Title and No.	<i>[e.g., K-1, TEAM LEADER]</i>
Name of Expert:	<i>[Insert full name]</i>
Date of Birth:	<i>[day/month/year]</i>
Country of Citizenship/Residence	

Education: *[List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained]*

Employment record relevant to the assignment: *[Starting with present position, list in reverse order. Please provide dates, name of employing organization, titles of positions held, types of activities performed and location of the assignment, and contact information of previous clients and employing organization(s) who can be contacted for references. Past employment that is not relevant to the assignment does not need to be included.]*

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
<i>[e.g., May 2005-present]</i>	<i>[e.g., Ministry of, advisor/consultant to... For references: Tel...../e-mail.....; Mr. Bbbbbb, deputy minister]</i>		

Membership in Professional Associations and Publications:

Language Skills (indicate only languages in which you can work):

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
<i>[List all deliverables/tasks as in TECH- 5 in which the Expert will be involved]</i>	

Experts contact information: *[e-mail....., phone.....]*

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

[day/month/year]

Name of Expert

Signature

Date

(i) This CV correctly describes my qualifications and experience

(ii) I am employed by the Executing or the Implementing Agency

(iii) I was part of the team who wrote the terms of reference for this consulting services assignment

(iv) I am not currently debarred by a multilateral development bank (If yes, identify who)

