



TERMS OF REFERENCE

Title:	National consultant to deliver technical assistance to the Ministry of Foreign Affairs and European Integration (MFAEI) for implementation and certifications of ISO 9001:2015 and ISO 27001 quality management systems
Project:	Accelerating Digital Transformation in Public Sector in the Republic of Moldova,
Reporting to:	Project Manager
Duty Station:	Chisinau, Moldova
Contract Type:	Individual Contract (IC)
Duration:	70 working days, in the period of January – September 2022

01. PROJECT OVERVIEW

With Accelerating Digital Transformation in Public Sector Project (Digital Transformation Project or Project), UNDP Moldova aims to improve access to and quality of public services and business conditions through accelerated digital transformation of government processes and business model(s) and promote innovation, as well as collaborative experimentation within the Government, in the private sector, internally in UNDP Moldova, and in collaboration with external partners.

UNDP Moldova, through this Project is strategically positioned as an integrator of programmatic solutions with innovative mindset, including bringing forward digital components in supporting accelerated delivery of the SDGs.

The Project has the following objectives:

- I. Support transformative changes in the organizational and innovation culture in the public and private sectors and align all participants for the accelerated achievement of the Sustainable Development Agenda and national targets;
- II. Contribute towards streamlining innovation through engaging with the ongoing and prospective projects and seeking ways to maximize and to measure their social impact;
- III. Support the Digitalization of Moldova that will contribute to improved governance by increasing the efficiency and effectiveness of government processes, increasing transparency and public access to governmental information – and therefore

promoting accountability and public participation, and improving an innovative delivery of public services, as well as impact evaluation and strategic support to scaling-up of the successful solutions.

02. BACKGROUND

The digital transformation is already a reality in Moldova, as the country has begun to transfer legal, social and civil service delivery online. Accelerated digitalization can be expected to create new business models and opportunities for digital leapfrogging in traditional industries and governance.

The COVID-19 crisis has highlighted the need for significant support and investments on digital transformation and effective digital governance, particularly to ensure the continuity and delivery of core government functions.

The pandemic has revealed the lack of preparedness of the public sector to quickly adapt policies and tools due to lack and low quality of data; to work remotely and online, including in delivery of social services in education, health, mobility and other sectors for specific population groups; and to adapt the performances of services for the economic sectors to the conditions induced by the crisis.

In the past months, business continuity was severely hampered, and many government officials and staff had to continue working in their physical offices not only due to infrastructure issues, but also most importantly due to the presence and location of data and information in offline data files and paper-based systems.

While there has been much emphasis on digital tools and technologies in Moldova, digital transformation areas like policy, institutional coordination and trainings, as well as, leadership remains a significant challenge and continue to constrain effective digital transformation and economic growth. One of the underlying causes is the low digitalization of the public sector and its offer.

The Government of Moldova (GOM) remains committed to supporting political dialogue and will use this important forum towards our shared vision of developing a prosperous digital Moldova.

The MFAEI is one of the key line ministries of the Government and a central body which promotes the Government's policy in the field of foreign relations and conducts its activity in conformity with the Constitution and the laws of the Republic of Moldova, the decisions of the Parliament, Decrees of the President of the Republic of Moldova, decisions of the Government, and other normative documents, international treaties, and agreements to which the Republic of Moldova is party. Therefore, the Digital Transformation of this Ministry should be one of the priorities for the Government in advancing the agenda in this area.

The mandate of the Ministry is broad and includes such areas as: exercises the sovereign rights of the Republic of Moldova in the framework of international relations, promotes foreign policy, coordinates the activity of central relevant bodies and other administrative authorities

of the Republic of Moldova so that to insure the establishment and further development of the relations with other countries, **negotiates** on behalf of the Republic of Moldova **or participates at the negotiations** of international treaties and agreements, supervises the application of treaties, coordinates the implementation of the country's obligations under international treaties, **cooperates with the relevant central bodies** and other structures of public administration in what the foreign economic relations and the promotion of a common State foreign policy are concerned, coordinates and oversees the activity of the diplomatic missions and consular sections abroad, exercises consular activities and is providing various services, including in digital format, to citizens and foreign citizens on the territory of the Republic of Moldova and abroad.

The complex institutions like MFAEI are also in need of further ISO certification to strengthen the institutional management, confirm compliance with internationally recognized quality standards and demonstrate that they operate competently and generate valid results, thereby promoting confidence in their work both nationally and around the world. Thus, with UNDP's support, the MFAEI will advance on the process of the implementation of the ISO 9001 and ISO 27001 certifications.

In addition to this, it will be ensured that MFAEI customer services are provided consistently and in line with the applicable statutory and regulatory requirements and standards, by setting up institutional management system in line with the requirements of ISO 9001.

In this regard, UNDP is seeking to hire a National Consultant to deliver technical assistance to the MFAEI in the establishment of a quality system certifiable to ISO 9001 and ISO 27001.

03. SCOPE OF WORK & EXPECTED OUTPUTS

The expected output for the national consultant's assignment is to support the certification of MFAEI in line with ISO 9001 and ISO 27001 requirements for a quality management system, by providing the necessary advice and expert knowledge related to drafting of certification related documentation, trainings and coaching of staff as well as certification related preparatory activities and audits.

04. GENERAL RESPONSIBILITIES

- Carry out the assignment as defined in the Terms of Reference
- Complete the final deliverable in a timely manner as defined below
- Conduct all business in a manner that respects local culture
- Maintain high ethical standards, avoiding any actual or perceived conflicts of interest and abiding by all local laws and/or all UNDP directives and requirements.
- Ensure continuity after assignment termination by providing constant coaching and training

05. SPECIFIC RESPONSIBILITIES

In order to achieve the stated scope of work, the Consultant shall perform the following tasks and activities:

1. Prepare the Inception Report and detailed work plan for the assignment;
2. Undertake a comprehensive desk review of the previously conducted activities related to certification of MFAEI in line with ISO 9001 and ISO 27001 requirements for a quality management system;
3. Conduct a gap analysis to find out gaps between existing MFAEI practices and processes against ISO 9001 and ISO 27001 requirements, identify what processes exist within MFAEI and investigate how well these processes are defined by the organizations' procedures, what controls exist and the strength of those controls. Compare existing standards with ISO standards by comparing each process with the requirements; and raise awareness of the ISO standards;
4. Lead the compliance and certification of MFAEI through documentation of processes towards certification:
 - 4.1 Development and draft of Quality Management System manuals and documents;
 - 4.2 Establishment and documentation of process flows for MFAEI procedures;
 - 4.3 Development of detailed instructional manuals.
5. Conduct awareness and orientation activities, as well as relevant trainings and workshops related to ISO 9001 and ISO 27001 requirements for a quality management system;
6. Conduct pre-assessment audit (internal audit) to determine MFAEI's readiness for certification audit;
7. Assist MFAEI throughout the ISO 9001 and ISO 27001 journey (ISO registration audit) until ISO 9001 and ISO 27001 certification is achieved;
8. Monitor and evaluate the implementation of the project and adopt necessary measures to ensure that the highest possible levels of professionalism, quality and impact are attained;
9. Provide MFAEI with ISO related materials and assistance with the principles, terminologies and guidelines as specified in the ISO 9001 and ISO 27001;
10. Conduct periodic internal assessment of the progress towards certification of MFAEI in line with ISO 9001 and ISO 27001 requirements for a quality management system, highlighting any bottlenecks and potential solutions. These shall be reflected in monthly progress reports and the final report.

06. DELIVERABLES

	Key deliverables:	Tentative timeframe/deadline
1.	Inception Report containing a detailed Work Plan and Methodology developed	By 30 January, 2022
2.	Gap Analysis Report developed and submitted for clearance	By 15 February, 2022
3.	Awareness and orientation activities, as well as relevant trainings and workshops related to ISO 9001 and ISO 27001 requirements for a quality management system, organized and facilitated	
4.	Compliance /certification of MFAEI through documentation of processes towards certification ensured	

5.	Pre-assessment audit (internal audit) to determine MFAEI's readiness for certification audit conducted	Throughout the contract period in line with the agreed Work Plan
6.	Assistance to MFAEI throughout the ISO 9001 and ISO 27001 journey until ISO 9001 and ISO 27001 certification is achieved, provided	
7.	Assistance to MFAEI to correct findings during registration audit provided	
8.	ISO related materials and assistance with the principles, terminologies and guidelines as specified in the ISO 9001 and ISO 27001 provided to MFAEI	
9.	Monthly reports reflecting the progress towards certification of MFAEI in line with ISO 9001 and ISO 27001 requirements for a quality management system, as well as timesheet describing the implemented activities and results achieved towards assigned tasks during the reported period developed and submitted for clearance to UNDP Digital Transformation Project team and MFAEI management	
10.	Final Report reflecting the overview of the assignment, results and key findings in the context of support to the certification of MFAEI in line with ISO 9001 and ISO 27001 requirements for a quality management system, developed and accepted by UNDP Digital Transformation Project team and MFAEI management	By August 15, 2022

07. LEVEL OF EFFORT

The level of effort (LOE) in days needed for this assignment is 70 days.

08. PLACE OF PERFORMANCE

The consultant will perform his/her duties in Moldova, as indicated in the TOR.

09. PERIOD OF PERFORMANCE

The assignment will begin on/about January 14th, 2022 and end on/about September 30th, 2022.

10. REPORTING INSTRUCTIONS & INSTITUTIONAL ARRANGEMENTS

The consultant will work under the guidance of the UNDP Project Manager for substantive aspects of the assignment and under the direct supervision of the UNDP Project Associate for administrative aspects. The consultant is expected to cooperate closely with the management and delegated staffers from the MFAEI.

All the deliverables shall be submitted in Romanian and English languages, in electronic format. Before submission of final deliverables, the consultant will discuss the draft documents with the parties involved, so that the final products reflect their comments. The timeframe for the work of the consultant is planned through January – September 2022. The Consultant is expected to work part-time on an agreed in advance schedule and report monthly on the work carried out, by means of monthly time sheets and reports.

Payment arrangements

The Payment will be disbursed in instalments upon submission and approval of the monthly timesheet describing the implemented tasks and results achieved during the reported period.

Confidentiality

Materials provided to the consultant and all proceedings within the consultancy contract shall be regarded as confidential, both during and after the consultancy. Violation of confidentiality requirements may result in immediate termination of contract.

II. REQUIRED SKILLS AND EXPERIENCE

Academic Qualifications:

- Post graduate degree and/or advance degree in studies (Master's Degree or equivalent) in public administration, law, engineering, or related areas. Additional training and certification in ISO implementation would be an advantage.

Experience:

- A minimum of 7 years' experience working with government/private/non-government agencies on quality management system;
- Proven experience (*at least 3 similar projects*) in supporting government/private/non-government agencies to obtain ISO 9001 and ISO 27001 accreditation, including drafting relevant documents required for accreditation and post-accreditation assistance;
- Demonstrated skills and experience in providing input to technical/scientific documents and reports;
- Demonstrated experience in information and data collection and analysis;
- Demonstrated interpersonal and diplomatic skills, as well as the ability to communicate effectively with stakeholders at all levels and to present ideas clearly and effectively;
- Previous experience in providing training sessions to counterparts.

Language Requirements:

- Fluency in oral and written English, Romanian and Russian.

Proven commitment to the core values of the United Nations, in particular, respecting differences of culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, and sexual orientation, or other status.