



TERMS OF REFERENCE

Title:	National consultant to develop the National Digital Transformation Strategy of the Republic of Moldova for 2022-2030
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:	30 working days, in the period of July – October 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:

- 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;
- Contribute towards streamlining innovation through engaging with the ongoing and prospective projects and seeking ways to maximize and to measure their social impact;
- 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 public, 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 new Government of the Republic of Moldova, through its Programme of actions, made digital transformation a one of the national priorities of Moldova. The Governmental Programme acknowledges that in this period of technological change and digitalization, the state must be able to capitalize on the opportunities offered by the digital revolution and to manage the risks brought by this process. The digital transformation as envisaged by the programme aims at incorporating new digital tools in public administration to make the life of the citizens, entrepreneurs, public employees, and their communication with the state easier. As the first step, the Government initiated a large and comprehensive public consultation exercise on digital transformation, led by newly appointed Deputy Prime Minister on Digitalization. This exercise concluded the development of an Action Plan for short and medium priorities to be implemented within the scope of the mandate of the Deputy Prime Minister on Digitalization by December 2021 (as the first stage) and during the year of 2022 (as the second stage).

03. PURPOSE AND OBJECTIVE

The purpose of this assignment is to support UNDP's Digital Transformation Project and the Government in development of the National Digital Transformation Strategy of the Republic of Moldova under the Cabinet of the Deputy Prime Minister on Digitalization.

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

The consultant will coordinate the activity of the UNDP Expert Team and together with the Expert Team (1 local and 2 international experts) will carry out the following tasks (the specific tasks will be included in the TORs of all Expert Team members):

- Develop (together with the entire Expert Team) the first draft of the Moldova National Digital Agenda/Strategy for the period 2022-2030 in line with Government Decision 386, including but not limited to the following chapters:
 - Current digitalization situation description
 - Problem definition
 - General and specific (SMART) objectives
 - Actions to achieve the established objectives
 - Impact assessment and implementation costs
 - Expected outcomes and outputs
 - Implementation phases
 - Reporting and monitoring procedures
- Based on the strategy reviews received from other ministries, adjust (together with the entire Expert Team) the strategy and compile a synthesis of reviews and modifications. The consultant (together with the entire Expert Team) will provide all necessary explanations and links/notes to data sources.
- Assist (together with the entire Expert Team) the Government of Moldova in developing the Strategy regulatory impact assessment
- Assist (together with the entire Expert Team) the Government of Moldova in finalizing the strategy during the Government policy making procedure (including assistance before approval in the Parliament if needed).

06. DELIVERABLES

The consultants is expected to produce the following deliverables:

No	Deliverable/milestone*	Deadlines
1.	Draft National Digital Strategy for the period 2023-2030 in line with existing legal provisions of Moldova	31 July 2022
2.	Develop the Regulatory Impact Assessment of the Strategy	30 September 2022
3.	Elaborate final redaction of the Strategy including the synthesis of reviews and modifications and public final presentation	31 October 2022

07. LEVEL OF EFFORT

The level of effort (LOE) in days needed for this assignment is 30 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 15 July 2022 and end on/about 31 October 2022.

10. REPORTING INSTRUCTIONS & INSTITUTIONAL ARRANGEMENTS

The consultant will report to the UNDP Digital Transformation Project Manager, or his designee, who will be responsible for supervising the consultants' performance.

Working language: English, Romanian and Russian. All produced information shall be in English and Romanian.

Payment arrangements

The payments will be disbursed in instalments, upon submission and approval of deliverables by UNDP. The consultant will also submit the timesheet specifying the achieved deliverables and the consumed time.

11. REQUIRED SKILLS AND EXPERIENCEEducation:

- Master's Degree or equivalent in economics, social sciences, law or related areas. Additional training and certification in strategies design and development would be an advantage.

Experience:

- At least 5 years of the senior level working experience in the design, elaboration, management and implementation of National level Strategies and roadmaps;
- Previous senior level working experience of at least 7 years in the field of digitalization, digital transformation and profound understanding of digital transformation is required;
- Good knowledge of Moldova government systems and processes, particularly in relation to public policies and planning processes;
- Advanced research skills and capability of producing road maps using quantitative and qualitative data;
- Proven experience in convening partners, organizing, and leading strategic meetings;
- Previous senior level experience in development assistance or related work for a donor organization, governmental institutions, NGO or private sector / consulting firm;
- Experience in managing a high-level strategic team.

Language Requirements:

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