TERMS OF REFERENCE

Title:	National consultant to develop roadmap for enhancing institutional capacity to the Ministry of Foreign Affairs and European Integration (MFAEI) of the Republic of Moldova in the area of digital transformation
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 – 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:
- 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 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.

03. SCOPE OF WORK & EXPECTED OUTPUTS

The purpose of this assignment is to secure the consultant's services in developing the road map for enhancing the institutional capacity of the Ministry of Foreign Affairs and European Integration (herewith MFAEI) of Moldova in the area of digital transformation of the institution (including conducting a digital readiness assessment for the Ministry).

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 develop the road map for enhancing the institutional capacity of the Ministry of Foreign Affairs and European Integration (herewith MFAEI) of Moldova in the area of digital transformation with special focus on:

- Conducting a rapid digital readiness assessment focused on identification and exploration of major opportunities and gaps for digital transformation of the ministry and digitalization of services, as well for providing rapid technical support in terms of preparing the grounds for development and implementation of new digital solutions.

  As it regards the digital transformation, UNDP Moldova will orient the support towards the following aspects:
  - Support with the implementation of the ISO 9001 and ISO 27001 certifications;
  - Reform and implementation of new e-Consulate, e-Visa services as well as digital solutions for e-Protocol and e-Archive;
  - Provide all necessary explanations and links/notes to data sources, etc.

06. DELIVERABLES

The consultant is expected to produce the following deliverables:

Deliverables	Deadline
1. Develop a rapid Digital Readiness Assessment for the MFAEI and a subsequent roadmap to enhancing the institutional capacity in the areas of digital transformation – 15 w/d	15 August 2022
2. Develop a report with conclusions and actions regarding needed rapid and long-term technical support in terms of preparing the grounds for development and implementation of new digital solutions for the Ministry. – 15 w/d	15 September 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 July 21st, 2022, and end on/about September 31st, 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.

Travel

Travel is not envisaged under current assignment.

11. REQUIRED SKILLS AND EXPERIENCE

Education:
- 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 Road Maps or/and National Digital Agendas.
- Previous senior level working experience of at least 5 years in the field of digitalization, digital transformation and profound understanding of digital transformation is required.
- Experience in being a member or/and managing a high-level strategic team.
- Previous senior level experience in development assistance or related work for a donor organization, in particular governmental institutions, NGO or private sector / consulting firm is required.
- Experience in the usage of computers and office software packages (MS Word, Excel, etc.) and advance knowledge of spreadsheet and database packages, experience in handling of web-based management systems.

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.