

## INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: 05.07.2022

**Country:** Republic of Moldova

**Description of the assignment:** International consultant to develop roadmap for enhancing institutional capacity to the Ministry of Foreign Affairs and European Integration (herewith MFAEI) of the Republic of Moldova in the area of digital transformation

**Project name:** Accelerating Digital Transformation in Public Sector in the Republic of Moldova

**Period of assignment/ services:** August-October 2022, 30 working days

**Proposals should be submitted online**, by pressing the "Apply Online" button, no later than [19.07.2022](#).

Requests for clarification only must be sent by standard electronic communication to the following e-mail: [serghei.botezatu@undp.org](mailto:serghei.botezatu@undp.org)

UNDP will respond by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all applicants.

### 1. 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.

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

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).

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.

For detailed information, please refer to Annex 1 – Terms of Reference.

## **3. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS**

### **Qualifications and Experience**

- 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;
- At least 5 years of working experience in the design, elaboration, management and implementation of Road Maps or/and National Digital Agendas. Previous experience in the Republic of Moldova is a strong asset;
- Previous 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 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.

### **Skills and Competencies**

- Proven capacity to produce roadmaps, transformation agendas, reports and analyses in English;
- Consistently ensures timeliness and quality of work;
- Innovative and creative thinking;
- Consistently approaches work with energy and a positive, constructive attitude;
- Excellent interpersonal and team work skills;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Ability to facilitate group processes, including when tensions arise.

### **Language:**

- Fluency in oral and written English. Knowledge of Romanian and/or Russian is an advantage.

#### 4. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

Interested individual consultants must submit the following documents/ information to demonstrate their qualifications:

- CV, including information about past experience in similar assignments and contact details for at least 3 referees;
- Brief description of why the individual considers him/herself as the most suitable for the assignment;
- Offeror's Letter confirming Interest and Availability with financial proposal (in USD, specifying the total lump sum amount). Financial proposal template prepared in compliance with the template in Annex 2.

**Important notice:** The applicants who have the statute of Government Official / Public Servant prior to appointment will be asked to submit the following documentation:

- a no-objection letter in respect of the applicant received from the Government, and;
- the applicant is certified in writing by the Government to be on official leave without pay for the entire duration of the Individual Contract.

#### 5. FINANCIAL PROPOSAL

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR.

In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including fees, taxes, travel costs, accommodation costs, communication, and number of anticipated working days).

#### 6. EVALUATION

Initially, individual consultants will be short-listed based on the following minimum qualification criteria:

- Master's Degree or equivalent in economics, social sciences, law, or related areas.
- At least 5 years of working experience in the design, elaboration, management and implementation of Road Maps or/and National Digital Agendas.

The short-listed individual consultants will be further evaluated based on the following methodology:

##### Cumulative analysis

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

- a) responsive/ compliant/ acceptable, and
- b) having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

\* Technical Criteria weight – 60% (300 pts);

\* Financial Criteria weight – 40% (200 pts).

Only candidates obtaining a minimum of 210 points for the total technical scoring would be considered for the Financial Evaluation.

Criteria	Scoring	Maximum Points Obtainable
<u>Technical</u>		

• Master's Degree or equivalent in economics, social sciences, law or related areas	<i>Master's degree – 10 pts. Ph. D degree – 15 pts.</i>	15
• At least 5 years of working experience in the design, elaboration, management and implementation of Road Maps or/and National Digital Agendas	<i>Five (5) years – 30 pts., each additional year of experience – 5 pts., up to a maximum of 45 pts. No – 0 pts.</i>	45
• Previous working experience of at least 5 years in the field of digitalization, digital transformation and profound understanding of digital transformation is required	<i>Five (5) years – 20 pts., each additional year of experience – 5 pts., up to a maximum of 40 pts. No – 0 pts.</i>	40
• Experience in being a member or/and managing a high-level strategic team	<i>Yes – up to 25 pts. To some extent – up to 15 pts. No – 0 pts.</i>	25
<b>Interview: Please note that only the top 5 ranked (that accumulated the highest technical score) applicants shall be invited for the interview</b>		
<u>Interview</u>	<ul style="list-style-type: none"> <li>• Previous senior level experience in development assistance or related work for a donor organization, in particular governmental institutions, NGO or private sector / consulting firm: <i>extensive – 40 pts., satisfactory – 30 pts., limited – 20 pts., no experience – 0 pts.;</i></li> <li>• Advanced research skills and capability of producing road maps using quantitative and qualitative data: <i>extensive – 40 pts., satisfactory – 30 pts., limited – 20 pts., no experience – 0 pts.;</i></li> <li>• Trainings and certifications in strategies design and development – <i>over 3 trainings/ certifications – 30 pts., 2 trainings/ certifications – 20 pts., 1 training/ certification – 10 pts., no trainings/ certifications – 0 pts.;</i></li> <li>• Previous digital assessments and roadmaps development experience in the Republic of Moldova: <i>extensive – 20 pts., satisfactory – 10 pts., limited – 5 pts., No experience – 0 pts.;</i></li> <li>• Proven experience in convening partners, organizing and leading strategic meetings: <i>extensive – 20 pts., satisfactory – 10 pts., limited – 5 pts., No experience – 0 pts.;</i></li> <li>• Strong leadership and team management skills: <i>excellent – 10 pts., satisfactory – 5 pts., limited – 0 pts.;</i></li> <li>• Knowledge of English – 5 pts. Knowledge of Romanian and/or Russian is an advantage – 5 pts each. (15 pts. total).</li> </ul>	175
<b>Maximum Total Technical Scoring</b>		<b>300</b>

<b><u>Financial</u></b>	
Evaluation of submitted financial offers will be done based on the following formula: <b>S = Fmin / F * 200</b> S – score received on financial evaluation;	<b>200</b>

<b>Fmin</b> – the lowest financial offer out of all the submitted offers qualified over the technical evaluation round; <b>F</b> – financial offer under consideration	
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Winning candidate

The winning candidate will be the candidate, who has accumulated the highest aggregated score (technical scoring + financial scoring).

**ANNEXES:**

**ANNEX 1 – TERMS OF REFERENCES (ToR)**

**ANNEX 2 – INDIVIDUAL CONSULTANT GENERAL TERMS AND CONDITIONS**