



TERMS OF REFERENCE

A. Job Title:	Junior national consultant on digital inclusion
B. Duty Station:	UNDP Project and Ministry of Labour locations
C. Project reference:	Accelerating Digital Transformation in Public Sector Project
D. Contract type:	Individual Contract (IC)
E. Duration of assignment:	220 working days, in the period of March 2023 – January 2024

F. Background:

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 additionally, to promote innovation, as well as collaborative experimentation within the Government, in the private sector, internally in UNDP Moldova, and in collaboration with external partners.

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

Project objectives are the following:

- Support transformative changes in the organizational and innovation culture in the public and private sectors for 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 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 – therefore promoting accountability and public participation, and improving the innovative delivery of public services, as well as impact evaluation and strategic support to scaling-up successful solutions.

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.

Since early March 2020, the Republic of Moldova is confronting a complex health and socio-economic crisis induced by the COVID-19 pandemic. As summarized in the SEIA, the crisis is underscoring the importance of LNOB challenges in Moldova, due to shrinking incomes and expenditures, limited access to health and education, and challenges for local businesses due to supply disruptions and plummeting demand at home and abroad. According to recent IMF projections, Moldova's GDP decreased during 2020-2021 by about 3%; and as of October 29, 2021, only 14% of the population had received at least one COVID-19 vaccinations.

During the second half of 2021, these developments played out against a backdrop of the European gas crisis, when gas prices spiked above \$1000/cubic meter (5-10 times 2020 levels). Moldova's gas import contract with Russia's Gazprom expired in October 2021; and with a new negotiated contract, Gazprom will supply Moldova gas at a price of about \$450-500/1000 cubic meters. Gas tariffs for most users are expected to double or triple—at a time when the country is experiencing the fourth wave of the COVID-19 pandemic, and when heating needs are ratcheting up in the face of the on-coming winter.

Moldova is therefore facing exorbitant prices for those supplies it can obtain. For a country in which nearly two thirds of the population was living on less than \$10/day before the pandemic began, in which spending

on food and energy absorb the vast majority of vulnerable household incomes, and which generates the lion's share of its electricity from gas, this price shock can have significant crisis implications. Combined with the country's on-going macroeconomic and epidemiological distress, the gas shock also poses major risks to the government's reform program, which seeks to strengthen Moldova's alignment with European and global good governance practices and is central to Moldova's hopes for achieving the SDGs.

In response to this unfolding crisis, the Moldovan Government introduced a State of Emergency on October 22, 2021. UNDP provided assistance to the Government to create a new energy subsidy system, including the creation of a new IT platform to support this effort starting with 2022/2023 heating season. UNDP Moldova Digital Transformation Programme is planning to continue providing support to this and other needs of the Ministry in terms of labour and social inclusion of ICT companies in sectorial development.

UNDP sees digital transformation is as an enabler towards human development and as a cross-dimensional process, cutting through a range of sectors. In Moldova, digital transformation is viewed as a systemic transformation of the entire Moldovan society through both Digitalization and Digitization processes to build an efficient, secure, and transparent ecosystem.

UNDP's strong local digital portfolio in Moldova serves as an asset for the successful implementation of digital projects. UNDP Moldova already established data collaborative with private and public sector partners like the European Space Agency, which can be leveraged for the successful implementation or development of open-source solutions in use by governments and civil society organisations in the region. UNDP Moldova also has a close partnership with the Government of the Republic of Moldova in the sector of digitalisation, in particular with the Office of the Deputy Prime Minister for Digitalisation, with which UNDP signed a Memorandum of Understanding focusing on several critical areas of engagement, including the use of open-source technologies for local solutions. Additionally, UNDP, as mentioned above, established a very good partnership with the Ministry of Labour and Social Protection. UNDP Moldova has established and trusted partnerships with the very vibrant ICT community that will be leveraged for this project; thus, UNDP Moldova will be able to work in close collaboration with the private sector, leveraging already existing platforms of cooperation, including for example Tekwill, Moldova IT Park, and the well-connectedness of Moldova's local ICT sector with neighboring countries.

G. Objective:

The purpose of this assignment is to support the UNDP Moldova Digital Transformation Team efforts in its collaboration with the Ministry of Labour and Social Protection on digital social inclusion and in expanding the UNDP's partnerships with business and sectorial associations, including private sector companies and other sectors to gain access to new digital tools and instruments, new algorithms and tools that can be used for the purposes of the project. The purpose of this assignment is to assist the Digital Transformation Project team with the following:

- Implementation of the Energy Vulnerability Fund;
- Provide support in exploring digital literacy frameworks and support consolidating and initiation of new partnerships;
- Provide administrative support to promotion of digital entrepreneurship pilot initiatives;
- Assist assessment requirements for the data collaborative activities;
- Support collaboration initiatives across sectors of economy to foster digital assimilation processes.

H. Scope of work and expected outputs:

The consultant is expected to undertake the following tasks:

- Support mapping the needs of the Ministry of Labour and Social protection in digital inclusion. Provide support to the Ministry on digital inclusion of the citizens to the Energy Vulnerability Fund Platform. Ensure data validations and checkups of the registrations to address mismatches;
- Support with small data collection through micronarratives questionnaire and data analysis;
- Support in development and implementation of the digital literacy framework. Support in develop the mechanisms, TORs, and other related documentations for the associative, academic,

and private sectors engagement. Assist the activities on youth digital transformation with the Librarians and Digital schools on digitalization inclusion activities;

- Support in assessment exercises of the private sector engagement activities in digital transformation at the national and regional levels;
- Support in technical arrangements for preparing and implementing of Innovation Challenges, assist in logistical organization of Challenge events such as pre-bidding meetings and pitch meetings;
- Provide communication related support such as design of web posters, develop short visibility messages;
- Draft reports as per assignment needs. Collect and store required reporting metrics;

I. Expected Deliverables:

item no.	DELIVERABLES	Estimate Workdays	Tentative timeframe
	<i>Tasks</i>		
I.	Deliverable 1: Support mapping the needs of the Ministry of Labour and Social protection in digital inclusion. Activity report submitted and accepted by the Project	Up to 10 working days	By 31 March 2023
II.	Deliverable 2: Support in development and implementation of the digital literacy framework. Support in develop the mechanisms, TORs, and other related documentations for the associative, academic, and private sectors engagement. Activity report submitted and accepted by the Project	Up to 10 working days	By 31 March 2023
III.	Deliverable 3: Assist the activities on youth digital transformation with the Librarians and Digital schools on digitalization inclusion activities. Activity report submitted and accepted by the Project	Up to 15 working days	By 31 June 2023
IV.	Deliverable 4: Support with data collection through micronarratives questionnaire and data analysis. Activity report submitted and accepted by the Project	Up to 15 working days	By 31 May 2023
V.	Deliverable 5: Support in assessment exercises of the private sector engagement activities in digital transformation at the national and regional levels. Activity report submitted and accepted by the Project	Up to 10 working days	By 31 August 2023
VI.	Deliverable 6: Provide support to the Ministry of Labour and Social Protection on digital inclusion of the citizens to the Energy Vulnerability Fund Platform. Ensure: <ul style="list-style-type: none"> - Support in data analysis to evaluate the impact of the state support measures; - data validations and check-ups of the registrations to address mismatches; - support the provision of services and communication with the population, through the webpage, the call center, online requests and offline events. Support in improving the portal's FAQ section. Activity report submitted and accepted by the Project	Up to 150 working days	By 31 January 2024
VII.	Deliverable 7: Support in technical arrangements for preparing and implementing of Innovation Challenges, assist in logistical organization of Challenge events such as pre-bidding meetings and pitch meetings. Activity report submitted and accepted by the Project	Up to 10 working days	By 31 December 2023

J. Organizational Setting:

The National Consultant will work under the direct supervision of the UNDP Project Manager. The Consultant will perform his/her duties under mix arrangements, office of UNDP/Ministry of Labour, as agreed with the Project Manager. The Consultant will report to the UNDP Digital Transformation Project Manager, or his designee, who will be responsible for supervising Consultant's performance, and to the coordinator from the Ministry of Labour and Social Protection.

Working languages: Romanian and English.

K. Financial arrangements:

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 the daily fee, taxes, and number of anticipated working days).

Travel

No travel envisaged during the assignment. In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

L. 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.

M. Qualifications and skills required:

I. Academic Qualifications:

- University Degree in economics, finance, accounting, law, public administration, IT, social sciences, international relations, or related areas.

II. Years and sphere of experience:

- Minimum 1 year experience in administrative position involving multistakeholder cooperation activities, including interaction with Governmental authorities;
- Previous experience in development assistance or related work for an international and/or donor organization is required;
- Previous experience in managing digital inclusion activities related to onboarding of people to web-based platforms is a strong advantage;
- Previous experience in the UN system is a very strong advantage;
- 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;
- Excellent interactive and interpersonal skills and the ability to work in a multicultural environment;
- Good statistical background and working experience with statistical analysis, being able to communicate data-driven insights is a strong asset;
- Fluency in oral and written Romanian and English. Knowledge of Russian language is a strong asset.

III. Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards;

- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritisms;
- Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment;
- Strong interpersonal skills, communication and diplomatic skills, teamwork ability;
- Ability to work under pressure and stressful situations;
- Strong analytical, reporting and writing abilities;
- Good time management, meeting deadlines.

IV. Personal qualities:

- Resourcefulness and creativity;
- Strong communication and interpersonal skills.

The UNDP Moldova is committed to workforce diversity. Women, persons with disabilities, Roma and other ethnic or religious minorities, persons living with HIV, as well as refugees and other noncitizens legally entitled to work in the Republic of Moldova, are particularly encouraged to apply. **Please specify in CV, in case you belong to the group(s) under-represented in the UN Moldova and/or the area of assignment.**

N. Documents to Be Included When Submitting the Proposals

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

- Upload the signed version of the filled in Offeror's letter to UNDP confirming interest and availability for the individual contractor (IC) assignment. Annex 2 to the Offeror's letter, incorporating the Financial Proposal, shall be filled in mandatorily and includes the detailed breakdown of costs supporting the all inclusive financial proposal.
- Brief description of why the individual considers him/herself as the most suitable for the assignment.
- CV, including information about past experience in similar assignments and contact details for at least 3 referees.

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.

O. Evaluation

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

- University Degree in economics, finance, accounting, law, public administration, IT, social sciences, international relations, or related areas;
- Minimum 1 year experience in administrative position involving multistakeholder cooperation activities, including interaction with Governmental authorities.

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 would be considered for the Financial Evaluation.

Criteria	Scoring	Maximum Points Obtainable
<u>Technical evaluation</u>		
University Degree in economics, finance, accounting, law, public administration, IT, social sciences, international relations, or related areas	<i>Bachelor degree – 5 pts</i> <i>Master's degree – 10 pts.</i> <i>Ph. D degree – 15 pts.</i>	15
Minimum 1 year experience in administrative position involving multistakeholder cooperation activities, including interaction with Governmental authorities	One (1) year – 30 pts., each additional year of experience – 5 pts., up to a maximum of 50 pts.	50
Previous experience in supporting digital inclusion activities related to onboarding of people to web-based platforms	Yes – 30 pts. No experience – 0 pts.	30
Previous experience of working with international organizations, including UN Agencies	Yes – 25 pts. No experience – 0 pts.	25
<u>Interview: Please note that only the top 5 ranked (that accumulated the highest technical score) applicants shall be invited for the interview)</u>		
<u>Interview</u>	<ul style="list-style-type: none"> • Proven experience in supporting capacity building activities for community engagement activities, including digital literacy focus: <i>extensive – 40 pts., satisfactory – 30 pts., limited – 20 pts., no experience – 0 pts;</i> • Previous experience in implementation of data validation tasks: <i>extensive – 40 pts., satisfactory – 30 pts., limited – 20 pts., no experience – 0 pts;</i> • Strong interpersonal skills, communication and diplomatic skills, teamwork ability: <i>extensive – 30 pts., satisfactory – 20 pts., limited – 0 pts;</i> • Strong analytical, reporting and writing abilities: <i>extensive – 30 pts., satisfactory – 20 pts., limited – 10 pts., no abilities – 0 pts;</i> • Strong leadership and team management skills: <i>excellent – 20 pts., satisfactory – 10 pts., limited – 0 pts;</i> • Knowledge of English, Romanian and Russian – 5 pts each. (15 pts total) 	175
Belonging to the group(s) under-represented in the UN Moldova and/or the area of assignment ¹	• <i>No – 0 pts., to one group – 1,5 pts., to two or more groups – 5 pts.</i>	5
Maximum Total Technical Scoring		300
<u>Financial</u>		
Evaluation of submitted financial offers will be done based on the following formula: S = Fmin / F * 200 S – score received on financial evaluation; Fmin – the lowest financial offer out of all the submitted offers qualified over the technical evaluation round; F – financial offer under consideration.		200

¹ Under-represented group in the area of assignment are (men/women). Under-represented groups in UN Moldova are persons with disabilities, LGBTI, ethnic and linguistic minorities, especially ethnic Gagauzians, Bulgarians, Roma, Jews, people of African descent, people living with HIV, religious minorities, especially Muslim women, refugees and other non-citizens.

Winning candidate

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