TERMS OF REFERENCE

Title:	National Consultant to lead the Digital Delivery Unit activities under the Ministry of Internal Affairs
Project:	Accelerating Digital Transformation in Public Sector Project
Reporting to:	Project Manager
Duty Station:	Chisinau, Moldova
Contract Type:	Individual Contract (IC)
Duration:	240 working days, in the period of June 2023 – June 2024

01. 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.

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

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

The pandemic has revealed a 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 performance 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 most importantly, due to the fact that information is kept on offline hard copy files.

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 remain a significant challenge and continue to constrain effective digital transformation and economic growth.

Moldova is at a tipping point where the emerging refugee, food, energy and public security crises will derail the trajectory of development, and drastically increase human suffering of people in Moldova, whether Ukrainian refugees, third country nationals, or Moldovan citizens (including those from minority ethnic groups). There are risks of massive outmigration and brain drain, as an immediate impact of the worsening of the socio-economic situation, depleting the country of its major asset: human capital. To prevent this, there is a strong need to implement integrated responses to address a broad range of complex issues requiring holistic inputs from UNDP with the humanitarian-development-peacebuilding (HDP) nexus approach.

Digital Delivery Unit

To achieve a complete and transparent picture of the entire portfolio of digital transformation and data governance of the country, with UNDP Moldova support a Digital Delivery Unit (DDU) will be established under the office of the Deputy Prime Minister-Minister of Economy and Digitalization. The DDU will have Implementation, Monitoring and Strategic Assessment functions to strengthen the coordination capacity of the office of the DPM in digitalization of line ministries.

The DDU will be responsible for operationalization of the 2023-2030 Digital Transformation Strategy and implementation of core initiatives under the strategy. Being in proximity to the DPM, DDU will facilitate short and efficient escalation paths and mechanisms to quickly remove operational roadblocks. The DDU will also support development of the new Data Governance Strategy for Moldova and implement specific use cases in line with the emergency needs of the government to support its efforts in ensuring the country's security and development.

The immediate step of DDU will be to embed a dedicated specialist to the Ministry of Internal Affairs, to be responsible for the digitalization of the institution.

The MIA is one of the key line ministries of the Government and a central body which promotes and enforces the Government's policies on law enforcement, therefore the Digital Transformation of this Ministry is one of the priorities for the Government in advancing the agenda in this area.

02. SCOPE OF WORK & EXPECTED OUTPUTS

The main objective of the current assignment is to lead the activity of the DDU under the Ministry of Internal Affairs and provide technical support to the digitization of the MIA, as Chief Digital Officer. The outputs refer to the following priorities:

- Conduct rapid digital readiness assessments 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.
- Lead MIA effort in establishing the Intranet digital system which is the first needed step in the digital transformation of the institution.
- Lead the activities related to operationalization of the National Digital Transformation Strategy 2023-2030 under the MIA responsibility.
- Define and improve the data infrastructure of the Ministry for improving collaborative initiatives. Build new concepts and support in the initial stages of the implementation and design of specific use cases for data collaborative initiatives for evidence based decision making process.

03. GENERAL RESPONSIBILITIES

- Carry out the assignment as defined in the Terms of Reference;
- Complete deliverables in a timely manner as defined below;
- Conduct all business in a manner that respects local culture;
- Maintain high ethical standards, avoid any actual or perceived conflicts of interest and abide by all local laws and all UNDP directives and requirements.

04. SPECIFIC RESPONSIBILITIES

The consultant is expected to undertake the following tasks:

- Support MIA in their activities to better understand and get familiar with the benefits of the digital transformation;
- Analyze MIA's current level of digitalization and define Digital Transformation Strategy for the institution, in line with the National Digital Transformation Strategy 2023-2030. Elaboration of a digital transformation strategy roadmaps as distinct programmatic documents for MIA;
- Creation a robust governance and coordination structure for the implementation of the digital transformation strategy within MIA that will include:
  - governance and coordination structure, with clear roles, distribution and responsibilities, and
  - comprehensive monitoring and reporting mechanism, with inclusive tracking and effective risk management,
- Develop detailed implementation plans for MIA systems and registries digitalization, with definition of the developments, institutional framework and operational responsibility, software platform, hardware, data population, maintenance of the Registry with data, personnel, training needs, estimated budget, etc. Enhancement of the following MIA's

specifically related digital system and products to be considered:
- o Support in implementation of an Automated information system for the management of MIA intervention missions;
- o Support in implementation of the reengineered of the Information System of the Bureau of Migration and Asylum;
- o Support in development of a Digital education and training program for MIA;
- o Support in implementation of Tetra critical radio communication network infrastructure and endowment of TETRA communication equipment;
- o Support in implementation of an electronic archiving information system;
- o Support in implementation of the Intranet Portal of the Ministry of Internal Affairs;
- o Support in implementation of the automated E-file information system;
- o Support in implementation of a smart vehicle solution - Police Intelligent Car (PICar);
- Support in reengineering business processes to improve MIA's services and operational efficiency;
- Support in improving the MIA's ability to respond to cybersecurity threats, including operationalization of a Cyber Security Operation Center (CSOC) at the MIA level;
- Support MIA in effective identification and prioritization of IT solutions that would potentially have the highest return on improving the state of digitization;
- Provide comprehensive advice on further decision-making process to the MIA digital transformation on building new systems or updating the existing one, as well as other complementary subjects related to digital transformation of the Ministry;
- Monitoring and evaluation, progress measurement, carry out the assessment of investment efficiency and identify areas for improvement for the further development of the digital transformation at MIA;
- Build a reliable and constructive partnership with eGov, and other institutions for ensuring the successful digital transformation of the institution;
- Perform other emerging tasks that relates to the MIA's Digital Transformation.

05. DELIVERABLES

The consultant is expected to produce the deliverables within set timeframe of the assignment validity taking into consideration conditions mentioned below in art.7

item no.	DELIVERABLES	Estimate Workdays	Tentative timeframe
1.	Conduct rapid digital readiness assessments 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 digital solutions. Activity report submitted and accepted by the Project	Up to 50 working days	By 31 August 2023
2.	Lead MIA effort in establishing the Intranet digital system	Up to 50	By 31

		working days	December 2023
	which is the first needed step in the digital transformation of the institution. Develop the Terms of Reference for the implementation process and coordinate the implementation phase with the contractor. Activity report submitted and accepted by the Project		
3.	Lead the activities related to operationalization of the National Digital Transformation Strategy 2023-2030 under the MIA responsibility. Develop work plans and roadmaps, ensure implementation, monitoring and evaluation mechanisms. Activity report submitted and accepted by the Project	Up to 100 working days	By 30 June 2023
4.	Define and improve the data infrastructure of the Ministry for improving collaborative initiatives. Build new concepts and support in the initial stages of the implementation and design of specific use cases for data collaborative initiatives for evidence based decision making process. Activity report submitted and accepted by the Project	Up to 40 working days	By 30 June 2023

06. LEVEL OF EFFORT
The level of effort (LOE) for this assignment is counting a total of 240 working days.

07. PLACE OF PERFORMANCE
The Consultant will perform his/her duties under mix arrangements, home-based 50% /office 50%, as agreed with the UNDP Digital Transformation Project Manager and the Ministry of Internal Affairs. Office space will be provided.

08. PERIOD OF PERFORMANCE
The assignment will begin on/about June 15th 2023 and end on/about June 30th 2024.

09. REPORTING INSTRUCTIONS & INSTITUTIONAL ARRANGEMENTS
The Consultant will report to the UNDP Digital Transformation Project Manager, or his designee, who will be responsible for supervising consultant's performance. Provided deliverables shall be accepted by the Ministry of Internal Affairs.
Working languages: English, Romanian and Russian. All produced information shall be in English and/or Romanian.

10. 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.

11. REQUIRED SKILLS AND EXPERIENCE

Education:
- University degree in IT, engineering, product management, economy or another relevant area.

Experience:
- At least 7 years of proven experience in management, consultancy, or technical advisory in economic services;
- Proven experience in developing digital transformation programs and products for public sector;
- Excellent understanding of digital transformation methodologies and tools;
- Excellent analytical skills and able to decompose needs into tangible and efficient solutions;
- Proven experience and knowledge in information systems on data management will be an advantage;
- Knowledge on the national legislation (of several EU countries comparable with the Republic of Moldova) in the software development and security standards;
- Previous experience of working with international organizations, including UN Agencies.

Language Requirements:
- Fluency in oral and written English, Romanian and Russian.

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;
- Fulfils 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.

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.***

12. 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.

13. EVALUATION

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

- University degree in IT, engineering, product management, economy or another relevant area;
- At least 7 years of proven experience in ICT management, consultancy, or technical advisory.

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
Technical evaluation		
University degree in IT, engineering, product management, economy or another relevant area	*Bachelor's degree – 5 pts* *Master's degree – 10 pts.* *Ph. D degree – 15 pts.*	15
Minimum 7 years of proven experience in ICT management, consultancy, or technical advisory	*7 years – 30 pts.,* each additional year of experience *– 5 pts.,* up to a maximum of *50 pts.*	50
Previous experience with Governmental authorities in digital products assessments, implementation or related activities	Yes *– 30 pts.* No experience *– 0 pts.*	30
Experience of cooperation with UN agencies and/or international organizations, and/or development programs will be an asset	Yes *– 25 pts.* No experience *– 0 pts.*	25
Subtotal desk review Scoring		***120***
Interview: Please note that only the top 5 ranked (that accumulated the highest technical score) applicants shall be invited for the interview)		
Proven experience in developing digital transformation programs and products for public sector	*extensive – 40 pts., satisfactory – 30 pts., limited – 20 pts., no experience – 0 pts;*	40
Excellent understanding of digital transformation methodologies and tools	*extensive – 40 pts., satisfactory – 30 pts., limited – 20 pts., no experience – 0 pts;*	40
Good knowledge on the national and EU legislation in the software development and security standards	*extensive – 30 pts., satisfactory – 20 pts., limited – 0 pts;*	30
Strong analytical, reporting and writing abilities	*extensive – 30 pts., satisfactory – 20 pts., limited – 10 pts., no abilities – 0 pts;*	30
Strong leadership and team management skills	*excellent – 20 pts., satisfactory – 10 pts., limited – 0 pts;*	20
Knowledge of English, Romanian and Russian	*5 pts each. (15 pts total)*	15

Belonging to the group(s) under-represented in the UN Moldova and/or the area of assignment[1]	*No – 0 pts., to one group – 1,5 pts., to two or more groups – 5 pts.*	5
Subtotal Interview Scoring		***180***
Maximum Total Technical Scoring		**300**
Financial		
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**

Winning candidate

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

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[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.