



TERMS OF REFERENCE

Job title:	National Consultant to act as Digital Transformation Advisor to support the Ministry of Labour and Social Protection
Duty Station:	Republic of Moldova, Chisinau
Reference to the project:	Digitalization in Support of the Ministry of Labour and Social Protection's 'Restart' Reform Programme
Contract type:	Individual Contract
Assignment type:	National Consultant
Contract duration:	March – December 2024
Expected workload:	190 working days
Indicative starting date:	28 March 2024

1. BACKGROUND

UNDP is committed to achieving workforce diversity in terms of gender, nationality, and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.

UNDP does not tolerate sexual exploitation and abuse, any kind of harassment, including sexual harassment, and discrimination. All selected candidates will, therefore, undergo rigorous reference and background checks.

UNDP is the leading United Nations organization in fighting to end the injustice of poverty, inequality, and climate change. Working with our broad network of experts and partners in 170 countries, we help nations to build integrated, lasting solutions for people and planet.

The UNDP project, "Digitalization in Support of the Ministry of Labour and Social Protection's "Restart" Reform", represents a strategic intervention in modernizing and streamlining social assistance systems. This project aligns with the Ministry's comprehensive "Restart" reform program, which aims to revolutionize the delivery and management of social assistance, including cash benefits and social care services. An important pillar of this reform is the digitalization of the social assistance system, primarily to boost efficiency and combat fraud.

The Ministry currently operates with 14 disparate automated systems, each developed independently for different operational aspects, such as online applications, business process automation, and beneficiary data management. This fragmentation, exacerbated using diverse software and technologies, has led to significant operational inefficiencies and interoperability challenges. Citizens often encounter the inconvenience of submitting identical documents for different services. Case managers face difficulties in accessing comprehensive historical data on beneficiaries, impeding effective support and fraud detection.

Furthermore, the inability to integrate and analyze data hinders evidence-based policy development, notably in assessing service targeting and impact. This lack of data integration also obscures geographical disparities in service access, a critical concern for equitable social assistance.

The UNDP project aims to overcome these challenges by laying the groundwork for a longer-term digitalization program. It envisions the development of a single window system and a detailed digitalization roadmap, enhancing the coherence and effectiveness of the Ministry's services. The project's objectives are threefold:

- Pro-activation of the most-used social and employment services, ensuring that these services are readily accessible and responsive to citizen needs.
- Optimization and digitalization of the majority of social and employment services, streamlining processes, and enhancing user experience.
- Establishment of a functional national network of single window centers, providing integrated and efficient access to social and employment services across the country.

This project is a collaborative effort with UNICEF, supporting the Ministry's ambitious reform agenda and contributing significantly to the transformation of social assistance delivery in the region.

Development Unit

To achieve a complete and transparent picture of the entire portfolio of digital transformation and data governance within the MLSP, with UNDP Moldova supports a Development Unit to be mobilized to provide ICT development in line with the vision and architecture of the 'Restart' reform programme.

The Development Unit will be responsible for operationalization of the architecture of the Unified Information System of the MLSP and implementation of core digital initiatives under the "Restart" reform strategy.

2. OBJECTIVE AND EXPECTED OUTPUTS

The Project seeks to contract a National Consultant (hereinafter "the Consultant") to act as **Digital Transformation Advisor** as part of the Development Unit under the Ministry of Labour and Social Protection.

The Consultant is expected to work closely with the UNDP Project Manager, Senior Frontend Developer, Senior Backend Developer, Senior Database Developer, and representatives of the Ministry of Labour and Social Protection in order to deliver professional, effective, and qualitative contributions to the Project's digital transformation interventions.

The Consultant is expected to carry out tasks pertaining to the following priorities:

Technical Integration Strategy Alignment:

- Collaborate with senior management and key stakeholders to define the technical Integration scope of the informational system, and regulatory processes that support business objectives.

Stakeholder Engagement on Data Governance:

- Collaborate with relevant stakeholders to define data management policies and standards for the Ministry of Labour's informational system.
- Conduct a thorough analysis of data requirements, compliance regulations, and industry best practices to inform policy development.
- Draft comprehensive policies addressing data privacy, security, integrity, and accessibility, ensuring alignment with organizational objectives and regulatory requirements.
- Establish clear standards for data classification, metadata management, data retention, and data sharing to promote consistency and governance.

Agile workflow management:

- Develop and implement processes and procedures to operationalize the task management framework within the Ministry of Labour.
- Work closely with key stakeholders to identify tasks stewardship roles and responsibilities, assigning ownership of tasks results and accountability for adherence to policies.
- Conduct training sessions and workshops for staff members on task management principles, policies,

3. KEY ACTIVITIES, DELIVERABLES AND TENTATIVE TIMETABLE

The Consultant will have the following responsibilities:

Lead the digital transformation vision of the Ministry: Develop a detailed digital transformation action plan spanning a three-year period, outlining the steps, technologies, and initiatives required to modernize and enhance the Ministry's informational system in alignment with its objectives.

Design and Implement efficient management processes: Lead the design and implementation of an Agile methodology plan tailored to Ministry's needs, ensuring efficient task management.

Stakeholder Engagement and Collaboration in Data Governance: Work closely with stakeholders to align policies, standards, and processes for data management, quality assurance, security, and compliance.

Monitoring, Reporting, and Risk Management: Regularly monitor and report on project progress against milestones and timelines. Identify potential risks and issues early, developing and implementing mitigation strategies to minimize impact on project delivery. Ensure compliance with all relevant policies, procedures, and regulatory requirements.

Quality Control and Assurance: Oversee the quality of deliverables, ensuring they meet the required standards and specifications. Implement and maintain quality assurance processes throughout the assignment lifecycle.

Key activities and deliverables	Tentative timetable
<p>Activity 1: Digital Transformation Framework Development. Develop a comprehensive plan for the Ministry of Labour outlining the steps, technologies, and initiatives required to modernize and enhance the Ministry of Labour's informational system in line with its objectives.</p> <p>Deliverable 1: Developed digital transformation action plan for a 3 year period aligned with objectives of the Ministry of Labour, outlining the approach, technologies, and initiatives needed to modernize and improve the informational system.</p>	<p>Deliverable 1 31 May 2024 30 WDs</p>
<p>Activity 2: Agile Methodology Implementation Plan for task management. Design and implement an agile methodology plan for tasks management within the Ministry.</p> <p>Deliverable 2: Designed Agile methodology task management system tailored to the needs of the Ministry of Labour, with established sprint cycles, roles and responsibilities, and defined processes for iteration planning, daily stand-ups, and retrospectives.</p>	<p>Deliverable 2 31 July 2024 40 WDs</p>
<p>Activity 3: Data Governance Framework Establishment. Create a structured framework for managing data within the informational system, defining policies, standards, and processes to ensure data quality, security, and compliance.</p> <p>Deliverable 3.1: Established data governance framework for the informational system of the Ministry with defined policies, standards, and processes for data management, quality assurance, security, and compliance to ensure data integrity and confidentiality.</p> <p>Deliverable 3.2: Integrated data visualization platform for key indicators required by the Ministry</p>	<p>Deliverable 3.1 31 August 2024 50 WDs</p> <p>Deliverable 3.2 30 November 2024 20 WDs</p>
<p>Activity 4: Change Management and Capacity Building. Develop action plan to manage organizational change and build digital capabilities within the Ministry of Labour, including training programs to support the adoption of digital technologies and Agile practices</p> <p>Deliverable 4.1: Develop a change management plan to facilitate the adoption of digital technologies and Agile practices within the Ministry of Labour</p> <p>Deliverable 4.2: Organize up to 7 capacity building sessions to the staff of the Ministry of Labour and subordinated Agencies on adoption of digital technologies and Agile task management system</p>	<p>Deliverable 4.1 30 June 2024 15 WDs</p> <p>Deliverable 4.2 31 December 2024 35 WDs</p>

Note: Deliverables and the final timeline can be amended or specified for the purpose of the assignment. All deliverables should be agreed with Project and be provided in electronic copy. Payment will be made upon the successful completion of the tasks assigned.

4. INSTITUTIONAL ARRANGEMENTS

The timeframe for the work of the Consultant is planned for the period March - December 2024. During this time, the Consultant is expected to work a total of 190 working days.

The assignment shall be performed in close coordination with the UNDP Project Manager, Senior Backend Developer, Senior Frontend Developer, Senior Database Developer of the Development Unit and representatives of the Ministry of Labour and Social Protection, under the guidance and supervision of the UNDP Policy Specialist.

For the duration of the assignment the Project will provide the Consultant the necessary information and materials for the fulfilment of the assignment. Priority shall be given to both office-based and field work.

All communications and documentation related to the assignment will be in Romanian.

5. FINANCIAL ARRANGEMENTS

Payments will be disbursed in tranches upon submission and validation of deliverables by the UNDP Project Manager (certifying that the services have been satisfactorily performed) and their subsequent approval by the Policy Specialist.

6. QUALIFICATIONS AND SKILLS REQUIRED

Academic Qualifications:

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

Experience and knowledge:

- Minimum experience of 7 (seven) years in project management, consultancy, or technical advisory preferably with a focus on IT or digital transformation projects.
- Minimum experience of 2 (two) years in project management methodologies (such as Agile, Scrum,) and tools (such as JIRA, Asana etc).
- Minimum experience of 2 (two) years in leading cross-functional teams and working collaboratively with diverse stakeholder groups for delivery of IT products.
- Proven track record of successfully managing and delivering complex projects, in the public or private sector.
- Knowledge of IT infrastructure, software development processes, and data management practices.
- Experience in risk management and the ability to proactively address potential issues in project planning and execution.
- Strong organizational and time management skills, with the ability to manage multiple priorities and deadlines.
- Adaptable and flexible, with the ability to work in a dynamic and changing environment.
- Additional training and certification in ITC and/or Project Management will be considered as an advantage
- Excellent understanding of digital transformation methodologies and tool
- Proven experience in developing digital transformation programs and products for public sector
- Fluency in Romanian and English.

Competencies:

- Ability to perform and deliver expected results in a fast-paced working environment.
- Strong sense of initiative and ability to work independently.
- Demonstrated interpersonal skills, as well as the ability to communicate effectively and build meaningful partnerships with all stakeholders.

Personal qualities:

- Responsibility, flexibility and punctuality, ability to meet deadlines and prioritize multiple tasks.
- 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.

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 non-citizens legally entitled to work in the Republic of Moldova, are particularly encouraged to apply.

7. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

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

- Signed and filled-in Offeror's letter to UNDP confirming interest and availability for the individual contractor (IC) assignment, incorporating Financial proposal in Annex 2 (in USD, specifying a total requested amount per working day, including all related costs, e.g. fees, phone calls etc.). 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;
- Proposal (Motivation Letter): explaining why they are the most suitable for the work including previous experience in similar Projects (please provide brief information on each of the above qualifications, item by item, including information, links/copies of documents developed/produced for similar assignments or proving previous experience);
- Duly updated CV with at least 3 references.

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.

8. 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 (seven) years in project management, consultancy, or technical advisory preferably with a focus on IT or digital transformation projects.
- Citizen of the Republic of Moldova

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 Technical Evaluation shall be considered for the Financial Evaluation.

Criteria	Scoring	Points Obtainable
<u>Technical</u>		
University degree in IT, engineering, product management, economy or another relevant area	<i>Bachelor’s degree – 5 pts. Master’s degree – 10 pts.</i>	10
Minimum experience of 7 (seven) in project management, consultancy, or technical advisory preferably with a focus on IT or digital transformation projects	<i>7 years of experience – 20 pts; each additional year – 10 pts, up to a total of 50 points;</i>	50
Minimum experience of 2 (two) years in project management methodologies (such as Agile, Scrum,) and tools (such as JIRA, Asana etc)	<i>2 years – 10 pts; each additional year of experience – 10 pts., up to a maximum of 30 pts.</i>	30
Minimum experience of 2 (two) years in leading cross-functional teams and working collaboratively with diverse stakeholder groups for delivery of IT products	<i>2 years – 10 pts; each additional experience – 5 pts. up to a maximum of 30 pts.</i>	30
Minimum 2 (two) previous assignment in managing and delivering IT projects, in the public or private sector	<i>2 project/assignment – 10 pts; each additional experience – 5 pts. up to a maximum of 25 pts.</i>	25
Trainings and certifications in ITC and/or Project Management	<i>no – 0 pts. each training and/or certification – 5 pts. up to a maximum of 10 pts.</i>	10
<u>Interview</u> Please note that only the top 5 ranked (that accumulated the highest technical score) applicants shall be invited for the interview	<ul style="list-style-type: none"> • Ability to perform and deliver expected results in a fast-paced working environment (<i>none – 0 pts, limited – 10 pts, good – 20 pts, strong – 30 pts</i>) • Strong sense of initiative and ability to work independently (<i>none – 0 pts, limited – 10 pts, good – 20 pts, strong – 30 pts</i>) • Demonstrated interpersonal skills, as well as the ability to communicate effectively and build meaningful partnerships with all stakeholders 	140

	<p>(none – 0 pts, limited – 10 pts, good – 20 pts, strong – 25 pts)</p> <ul style="list-style-type: none"> • Excellent understanding of digital transformation methodologies and tool (none – 0 pts, limited – 5 pts, good – 10 pts, strong – 15 pts) • Proven experience in developing digital transformation programs and products for public sector (none – 0 pts, limited – 10 pts, good – 20 pts, strong – 30 pts) • Strong knowledge of the English and Romanian languages – 5 pts each. (10 pts total) 	
<u>Belonging to the group(s) under-represented in the UN Moldova and/or the area of assignment</u>	<ul style="list-style-type: none"> • No – 0 pts., to one group – 1,5 pts., to two or more groups – 5 pts. 	5
Maximum Total Technical Scoring		300

**The first five candidates who passed technical evaluation criteria with the best score shall be invited for an online interview and pass the cumulative analysis.*

<u>Financial</u>	
<p>Evaluation of submitted financial offers will be done based on the following formula: $S = F_{min} / F * 200$ S – score received on financial evaluation; F_{min} – the lowest financial offer out of all the submitted offers qualified over the technical evaluation round; F – financial offer under consideration</p>	200

Winning candidate

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