



TERMS OF REFERENCE

Job title:	Business Analyst - Local Digital Systems and Service Delivery
Duty Station:	Republic of Moldova, Chisinau
Reference to the project:	Resilient Communities through Women Empowerment, Phase 2 (ResCom 2)
Contract type:	Individual Contract
Assignment type:	National Consultant
Contract duration:	April - August 2026
Expected workload:	50 working days
Indicative starting date:	20 April 2026

1. BACKGROUND

UNDP supports the Government of the Republic of Moldova in advancing public administration reform in line with the Public Administration Reform Strategy 2023–2030 (PARS) and the EU accession agenda. A central element of this process is strengthening local governance by improving service delivery, institutional capacity, and administrative efficiency at the level of Local Public Authorities (LPAs).

Administrative-territorial fragmentation remains a structural challenge affecting the ability of LPAs to deliver quality public services. Smaller and institutionally constrained communities face limitations in strategic planning, public investment management, and service provision. In this context, the Government is advancing local public administration reform, including voluntary amalgamation and the development of integrated service delivery models such as Centres for Unified Public Services (CUPS), aimed at improving accessibility, efficiency, and continuity of services at local level.

UNDP, through the Project “Resilient Communities through Women Empowerment, Phase 2” (2024–2028), supports these reform efforts by strengthening local governance systems and institutional capacities, while ensuring alignment with broader national priorities, including climate resilience, gender equality, and sustainable development. Under Outcome 1, the project focuses on enhancing efficient, resilient, and inclusive local governance processes, including through improved service delivery models and strengthened administrative capacities of LPAs.

At the same time, digital transformation represents a key enabler of improved governance and service delivery. National digital platforms such as EVO and eAPL provide the foundation for more integrated, user-centric, and efficient public services. However, at local level, digital systems and workflows remain fragmented. Multiple platforms are used in parallel, interoperability between systems is limited, and administrative processes often rely on manual steps and repeated data entry, creating inefficiencies for both public servants and citizens.

While progress has been made in introducing digital tools and infrastructure, there is a need for a structured and practical assessment of how these systems are currently used in practice at the level of LPAs. This includes understanding how service delivery workflows function, identifying bottlenecks and duplication, and assessing how local processes interact with central systems and national platforms.

In addition, the ongoing rollout of integrated service delivery models, including CUPS, requires clearer alignment between physical service points, internal workflows, and digital systems. Ensuring that these elements function in a coordinated and user-oriented manner is essential to achieving the intended improvements in service quality and accessibility.

In this context, UNDP seeks to engage a Business Analyst to assess existing digital systems and workflows used by LPAs and to identify actionable opportunities to improve efficiency, reduce administrative burden, and enhance citizen experience. The assignment will build on existing national digital infrastructure and focus on practical, implementable improvements that can be realized within the current institutional and technological framework.

2. OBJECTIVE AND EXPECTED OUTPUTS

In this context, UNDP seeks to engage a Business Analyst (hereinafter – the Consultant) to provide analytical and practical support to national authorities, focusing on assessing and improving digital systems and service delivery workflows at the level of Local Public Authorities (LPAs).

The assignment will contribute to enhanced efficiency, coherence, and usability of local public service delivery, supporting national reform priorities under the Public Administration Reform Strategy 2023–2030 and ongoing digital transformation efforts.

In particular, the assignment supports the operational and service delivery dimension of local public administration reform, by strengthening the practical application of digital tools and improving the integration between local workflows and national digital platforms, including EVO and eAPL.

The objective of the assignment is to provide structured analytical input and actionable recommendations to improve how digital systems are used in practice at local level, with a focus on simplifying workflows, reducing administrative burden, and enhancing citizen experience.

The assignment aims to support national authorities, in particular the State Chancellery and the E-Governance Agency, as well as LPAs, in improving operational efficiency and coordination between local and central systems, while capitalizing on existing digital infrastructure and tools. The Consultant will not develop new IT systems but will focus on assessing current practices and proposing realistic improvements based on existing platforms and institutional arrangements.

The expected outputs of the assignment are:

- an inventory and analytical assessment of digital systems used by LPAs, including identification of cross-cutting issues such as duplication, interoperability gaps, and usability challenges;
- a set of mapped service delivery workflows (“as is” and “to be”), reflecting current practices and proposed improvements aligned with national digital platforms;
- a concise, action-oriented recommendations report outlining process improvements, integration priorities, and medium-term development needs; and
- a validation workshop and finalized outputs incorporating stakeholder feedback.

The Consultant will work in close collaboration with the UNDP Moldova Digital Development Specialist, who will provide substantive guidance, contribute to content review, and support validation of deliverables.

The Consultant will operate under the technical coordination of the LPAR Project Specialist, which will oversee administrative, planning, and coordination aspects of the assignment. The Consultant will also liaise with relevant national counterparts and stakeholders, including the State Chancellery, the E-Governance Agency, and selected LPAs, to ensure the quality, relevance, and practical applicability of outputs.

3. KEY ACTIVITIES, DELIVERABLES AND TENTATIVE TIMETABLE

Key activities and deliverables	Tentative timetable
<p>Activity 1: Conduct an assessment of digital systems used by LPAs by undertaking a structured inventory of digital platforms and information systems across a sample of 5 – 10 LPAs, covering different administrative contexts.</p>	
<p>Deliverable 1: Inventory and analytical assessment of digital systems used by LPAs</p> <p><i>Note: The deliverable will consist of a structured inventory (spreadsheet format) of digital systems used for service delivery and internal administration, including for each system: function, ownership, connectivity to national platforms, user base, and identified pain points. The deliverable will also include an analytical summary of cross-cutting findings, such as functional overlaps, interoperability gaps, duplication of data entry, systems lacking national connectivity, and usability challenges affecting both staff and citizens.</i></p>	<p>by 30 May 2026 20 WDs</p>
<p>Activity 2: Map local service delivery workflows by developing clear process maps of current (“as is”) workflows and improved (“to be”) workflows, reflecting opportunities for simplification, improved use of digital tools, and integration with national platforms (EVO, eAPL).</p>	
<p>Deliverable 2: Process maps of service delivery workflows (“as is” and “to be”)</p> <p><i>Note: The deliverable will include a set of clear process maps describing current (“as is”) workflows, including citizen touchpoints, staff roles, systems used, approval flows, interactions with central institutions, and identified bottlenecks. The “to be” workflows will reflect improved processes based on better use of digital tools and realistic integration with national platforms (EVO, eAPL, SIA GEAP, SIA CUPS, etc.), aligned with existing system capabilities.</i></p>	<p>by 30 June 2026 15 WDs</p>
<p>Activity 3: Develop recommendations for process and digital improvements by preparing a concise, action-oriented analysis identifying quick wins, integration priorities, and medium-term proposals to enhance efficiency and interoperability.</p>	
<p>Deliverable 3: Recommendations report on process and digital improvements</p> <p><i>Note: The deliverable will consist of a concise report (maximum 10 pages) structured around: (i) quick wins - process improvements requiring no system development; (ii) integration priorities - specific interoperability improvements (e.g. MConnect, EVO, eAPL); and (iii) medium-term proposals - system or workflow changes requiring development investment. Each recommendation will indicate responsible institution (LPAs, AGE, State Chancellery), estimated level of effort, and dependencies, including links to territorial-administrative reform and nationwide CUPS rollout.</i></p>	<p>by 15 July 2026 10 WDs</p>
<p>Activity 4: Validate findings and recommendations by organizing and facilitating a working session with key stakeholders and finalizing outputs based on feedback received.</p>	
<p>Deliverable 4: Validation workshop and final brief</p> <p><i>Note: The deliverable will include facilitation of a half-day working session</i></p>	<p>by 30 July 2026 5 WDs</p>

<i>with representatives of the State Chancellery, e-Governance Agency, and selected LPAs, using process maps as the main discussion tool. The output will include a summary of feedback received and a finalized version of Deliverable 3 incorporating validated adjustments (track changes version).</i>	
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Note: Deliverables and the final timeline can be amended or specified for the purpose of the assignment.

All deliverables should be agreed with UNDP Moldova Digital Development Specialist and LPAR Project Specialist and shall be provided in electronic copy. Payment will be made upon the successful completion of the tasks assigned.

4. INSTITUTIONAL ARRANGEMENTS

The Consultant will be engaged on a part-time basis over the duration of the assignment and will work in close collaboration with the UNDP Moldova Digital Development Specialist, who will provide substantive guidance, support content development, and contribute to the review and validation of deliverables.

The Consultant will operate under the technical coordination of the LPAR Project Specialist, who will oversee administrative aspects of the assignment.

The Consultant will work in close coordination with the State Chancellery (LPAR coordination team), the e-Governance Agency, and selected Local Public Authorities, including through working sessions and consultations, as required for the effective implementation of the assignment.

The Consultant will liaise with other relevant national counterparts involved in digital governance and public service delivery, as appropriate, to support coordination and knowledge exchange, while ensuring that all deliverables are submitted to UNDP for review and acceptance in accordance with UNDP procedures.

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

5. 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). The indicated number of working days is for planning and evaluation purposes only and does not constitute a basis for payment.

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).

Payments will be disbursed upon submission and validation of deliverables by the UNDP LPAR Project Specialist and Digital Development Specialist (certifying that the services have been satisfactorily performed).

The assignment may require travel within the country, including field visits to selected Local Public Authorities, to support data collection, stakeholder consultations, and validation of deliverables, as required for the effective implementation of the assignment. Travel costs associated with field visits conducted jointly with the project team will be covered by the project. For any travel undertaken independently by the Consultant to fulfill individual tasks or deliverables, the associated costs are the responsibility of the consultant.

6. QUALIFICATIONS AND SKILLS REQUIRED

Academic Qualifications:

- University degree (Master's level or higher) in Economics, Finance, Business Administration, Public Policy, Public Administration, Information Systems, Digital Governance, or a related field.

Years and sphere of experience:

- At least 5 years of progressive professional experience (at national and/or international level) in business analysis, digital transformation, public administration reform, or related fields.
- Proven experience in process mapping, workflow analysis, and service delivery optimization.

- Experience in assessing or working with digital systems, e-governance platforms, or interoperability frameworks.
- Experience working with public institutions, preferably Local Public Authorities or central government institutions.
- Demonstrated experience in supporting analytical work, including preparation of structured assessments, reports, or recommendations.
- Experience in facilitating stakeholder consultations, workshops, or validation processes will be considered an advantage.
- Familiarity with Moldova's digital governance ecosystem (e.g. MConnect, EVO, eAPL) will be considered an advantage.
- Previous experience within a UNDP project and/or other international organizations will be considered an advantage.

Competencies:

- Strong analytical skills and ability to structure complex information into clear and actionable outputs.
- Ability to map and redesign processes in a clear and practical manner.
- Ability to deliver high-quality results in a policy-oriented and fast-paced environment.
- Strong initiative and ability to work independently with minimal supervision.
- Excellent interpersonal and communication skills, with the ability to engage effectively with government counterparts and stakeholders.

Language requirements

- Fluency in Romanian is mandatory.
- Good command of English will be considered an asset.

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 noncitizens 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), which shall be filled in mandatorily and includes the detailed breakdown of costs supporting the all-inclusive financial proposal.
- CV and at least 3 references.
- Motivation Letter: outlining suitability for the assignment, including relevant experience in similar projects. Please address each qualification item by item, with supporting information and links/copies of relevant documents

Important notice: applicants who have the statute of Government official / public servant will be asked to submit the following documentation:

- a no-objection letter in respect of the applicant received from the Government, and;
- certification in writing by the employer 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 (Master's level or higher) in Economics, Finance, Business Administration, Public Policy, Public Administration, Information Systems, Digital Governance, or a related field.
- At least 5 years of progressive professional experience (at national and/or international level) in business analysis, digital transformation, public administration reform, or related fields.
- Citizenship of the Republic of Moldova.
- Fluency in Romanian language

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 / determined as:

- responsive/ compliant/ acceptable, and
- 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
Technical		
University degree (Master's level or higher) in Public Administration, Business Administration, Information Systems, Digital Governance, Economics, or in related field	<i>Bachelor's degree - 10 pts. Master's degree - 15 pts.</i>	15
At least 5 years of progressive professional experience (at national and/or international level) in business analysis, digital transformation, public administration reform, or related fields	<i>5 years - 20 pts., each additional year of experience - 5 pts. up to a maximum of 40 pts.</i>	40
At least 1 completed assignment in process mapping, workflow analysis, and service delivery optimization	<i>1 assignment - 5 pts., each additional assignment - 5 pts. up to a maximum of 40 pts.</i>	40
Experience in working with digital systems, e-governance platforms, or interoperability frameworks	<i>more than 3 years - 15 pts; up to 3 years - 10 pts; no experience - 0 pts.</i>	15
Previous experience within an UNDP Project and/or other international organization(s) will be considered an advantage	<i>each assignment - 5 pts. up to a maximum of 10 pts.</i>	10
Subtotal Technical Scoring		120

Interview (The first three candidates who passed technical evaluation criteria with the best score shall be invited for an online interview and pass the cumulative analysis)		
Knowledge of process mapping methodologies and ability to redesign workflows	<i>none - 0 pts, limited ≤ 10 pts, good ≤ 25 pts, strong ≤ 35 pts</i>	170
Understanding of digital systems, e-governance platforms, or interoperability frameworks and ability to apply this knowledge in practice	<i>none - 0 pts, limited ≤ 10 pts, good ≤ 25 pts, strong ≤ 35 pts</i>	
Understanding of public administration processes and local service delivery (preferably LPAs)	<i>none - 0 pts, limited ≤ 10 pts, good ≤ 25 pts, strong ≤ 30 pts</i>	
Strong analytical skills and ability to synthesize complex information into clear and concise analytical outputs	<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	<i>none - 0 pts, limited ≤ 10 pts, good ≤ 20 pts, strong ≤ 30 pts</i>	
Fluency in Romanian (mandatory) and good command of English	<i>each language - 5 pts. up to a maximum of 10 pts.</i>	
Subtotal Interview Scoring		170
Belonging to the group(s) under-represented in the UN Moldova and/or the area of assignment*	<i>No - 0 pts, Yes - 10 pts.</i>	10
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

* 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.

Please specify in CV, in case you belong to the group(s) under-represented in the UN Moldova and/or the area of assignment.

Winning candidate

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