

**Modernization of Government Services  
in the Republic of Moldova  
Project ID No. P148537**

**TERMS OF REFERENCE**

**National Consultant on Management of Human Resources**

**I. Background**

The Government of Moldova is determined to fundamentally change the way how public services are provided in Moldova through a variety of interventions for modernization of service delivery, which combat corruption, foster a customer care culture, enhance access, as well as increases efficiency in the Moldovan public administration. From 2006 to 2013, Moldova modernized its civil service legislation and administrative processes under the Central Public Administration Reform (CPAR), supported by the World Bank's administered CPAR Multi-donor Donor Trust Fund. In July 2016, the Government of Moldova has approved the Public Administration Reform Strategy for 2016-2020<sup>[1]</sup>, that keeps the modernization of public services delivery process among its main objectives. This fact reconfirms Government's determination in the modernization of the administrative service delivery system by improving access to these services through various channels, their efficiency, reduction of unnecessary administrative burdens and cost of services for both beneficiaries and service providers, ensuring a stable level of quality of administrative services.

To achieve the stated objectives, the Government has requested the World Bank's assistance for a PAR operation, that became effective in June 2018, called Modernization of Government Services Project (MGSP, the Project).

The design of the project takes into account the Government of Moldova's vision, stated in the Public Administration Reform Strategy 2016-2020 and makes extensive use of institutional and technological achievements of Governance e-Transformation Project (GeT) implemented by the Government of Moldova and World Bank in the period between November 2011 - December 2016. The project aims to achieve improvements in access, efficiency and quality of delivery of selected administrative services through the following four components:

**1. Administrative Service Modernization**

The key activities under this component focus on re-engineering a group of government to citizen and government to business public services; piloting of one-stop-shops for public service delivery in selected locations and explore the possibility of rolling out at national level; increased awareness of citizens on public services and availability of e-services.

**2. Digital Platform and Services**

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<sup>[1]</sup> <http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=366209>

The main objective of this component is to digitize selected re-engineered governmental services; complete and strengthen a common infrastructure and mechanisms for rapid deployment of ICT-enabled public services; introduce government-wide IT Management and Cyber Security standards and procedures. Moreover, it will finance the acquisition of additional shared computing infrastructure elements, digitization of services needed to deliver Government services electronically, development of IT Management and Cyber Security standards and procedures as well as development of a learning management system to mainstream these within the government.

### **3. Service Delivery Model Implementation**

The objective of this component is to ensure that the institutional capabilities of key government agencies are aligned with and support the new model of public services delivery.

### **4. Project Management**

This component supports the Project Implementation Unit (PIU), based in the e-Governance Agency (eGA) and functioning of the core eGA team.

## **II. Objective**

The objective of the assignment is to provide eGA with necessary support in planning, management, and implementation of the HR related activities planned in the framework of the 3<sup>rd</sup> component of the MGS Project.

## **III. Scope of Work**

### **Task 1. Planning and monitoring of Component 3 activities**

The work under this task will include:

- Operational planning of Component 3 and continuous update of the activities in line with MGSP implementation plan;
- Identification of potential risks, development of corresponding mitigation measures to be made available to relevant persons and structures;
- Elaborate progress reports in line with MGSP requirements.

### **Task 2. Provide support for selection and coordination of the consultants and consultancy companies**

The work under this task will include:

- In line with MGSP documents and methodologies adopted, the consultant will contribute to preparation of the terms of reference for the services procurement under Component 3 of the project;
- Facilitate cooperation of the actors, through coordination, provision of information, consultation, organisation of long distance or face-to-face meetings and interactions;
- The consultant will facilitate the integration in the project of the selected consultants and consultancy companies and their coordination with different relevant stakeholders and tasks.

### **Task 3. Provide support to the quality check of the tools required to support the implementation of the new service delivery model developed as part of the reengineering process**

The work under this task will include:

- Assessment of the documents presenting the organizational and decision-making structures, re-designed roles and job descriptions, as well as human resources needed to perform the new service delivery model;
- Review of the change management plan to facilitate implementation of newly designed processes.

**Task 4. Provide support to the alignment of institutional and staff capabilities of key Government agencies with the new model of services delivery and implementation of the performance framework**

The work under this task will include:

- Under the guidance of the EGA Deputy Director to ensure coherence of Component 3 with other relevant components of MGSP;
- Participation in meetings with the Consultant performing the reengineering of selected services and Beneficiary institutions as required and provide inputs to the finalization of the reengineering outputs related to the new service delivery model implementation;
- Provide support to the Beneficiary on the implementation of the organizational redesign plan, including staff capabilities development to ensure the implementation of the new service delivery model;
- Provide support to the services providers involved in the reengineering process, for the development of the institutional performance framework based on the provisions of the Methodology on the development, implementation and assessment of the performance frameworks.
- Provide support to the CUPS Manager to develop the terms of reference, manage the procurement and contract for training in citizen-centric service delivery for CUPS staff.

**IV. Outputs**

The outputs of the consultant will include:

- Component 3 implementation plan and reports in the format and frequency required by EGA;
- Draft ToRs for selection of consultants and contractors to support the implementation of the new services delivery model;
- Contributions to the documents presenting the organizational and decision-making structures, re-designed roles and job descriptions, as well as human resources needed to perform the new service delivery model;
- Content contributions on HR aspects to the finalization of the change management plans to facilitate implementation of newly designed processes;
- Content contributions and expert advice to the services providers involved in the reengineering process for the development of the institutional performance framework.

## **V. Timing**

This is a full-time assignment expected to commence in early *September 2020* with a trial period until *December 2020*. The initial contract will be signed for a period of 12 months and can be extended subject to the Consultant's good performance and the same fee rate.

## **VI. Institutional arrangements**

The Consultant will report to and work under the direct supervision of the Deputy Director of the EGA to ensure timely and qualitative implementation of the expected outputs and with the Chief Administrative Officer/ MGSP Project Manager for administrative aspects. The Consultant will undergo an internal evaluation of performance using an individual standard Performance Evaluation Form that will be completed and updated by the Consultant, discussed with and approved by eGA, every 12 months. The first evaluation will cover the trial period.

## **VII. Resources**

The e-Governance Agency will provide working space, office equipment and communication facilities, as well as any other necessary means and support for Consultant to carry out this assignment.

## **VIII. Qualification requirements and evaluation criteria**

- University or higher degree in HR Management, law, public administration, political sciences or similar; Master Degree in HR Management field would be an advantage;
- At least 8 years of general professional experience in, or working with, national institutions in the field of HR policy development and implementation, and/or public administration/civil service reform;
- Consulting experience in public administration/civil service reform projects in developing and delivering governmental policies: draft policy-reform papers, concepts, regulations, would be an asset;
- Experience (minimum 3 years) in the development and application of HRM policies and procedures in the Republic of Moldova;
- Experience in working with high-ranking government officials, and to advise and interact with all levels of management and staff;
- Experience on public services delivery and/or improving quality of public services, would be an asset;
- Experience with donors financed projects is desirable;
- Ability to effectively communicate and write in Romanian and English. Knowledge of Russian will be considered an asset.