

Modernization of Government Services Project
Project ID No. P148537

TERMS OF REFERENCE
for a Project Manager to support reengineering and digitization of public services

I. Background

Country 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.

Therefore, one of the main objectives of the Administration Reform Strategy 2016-2020 and Government's working program for years 2016-2018 is the modernization of public services.

Moldova has made considerable progress both in terms of public administration reform, exceeding indicators average of countries in Europe and Central Asia and countries with middle and low income, as well as the size of Government modernization that uses information and communication technology (ICT), the Government of creating a world-class ICT infrastructure that allows the development and supply of electronic services to the highest quality standards.

Current situation in the sector

Even though some progress has been made over the last decade, citizens still view corruption as a significant problem. While business process and e governance reform efforts have somewhat improved business services, such measures have not yet been applied to administrative services.

Businesses and citizens continue to face many constraints in the interaction with the state, one of the most important of which is corruption perceived by 40 percent of companies as a major impediment to business (according to the World Bank, EBRD Business Environment and Enterprise Performance Survey (2013). Institutional reforms aimed at reducing corruption are also at the forefront of the EU's requirements for Moldova's progress. The most important challenges ahead are strengthening the rule of law, reforms in public administration, including professionalism and anti-corruption efforts and improving competitiveness and the business environment.

Although the Government has launched the reform of public services in 2014-2016 and has committed to digitize and provide online access to all public services by 2020, lack of capacity and expertise to perform re-engineering and process optimization remains a problem that prevents achieving this.

Also, there is room for rationalization to over 580 existing public services by withdrawing from use the obsolete services.

To meet these challenges, the Government, in accordance with the Public Administration Reform Strategy for the years 2016-2020 (especially the component "Modernization of Public Services") plans a major transformation exercise (qualitative and quantitative) of administrative public services, provided by central public administration authorities through: a) removing outdated public services or merging several services in one; b) increasing access to local public services through various channels; c) reducing

the number of documents required for public services, and the duration of performance; e) ensuring a high level of satisfaction with the quality of government service delivery.

The Government of Moldova has requested the assistance of the World Bank for a PAR operation, planned for 2017 - 2023 (Modernization of Government Services Project – MGSP). Major results of the operation include better quality, accessibility, and increased efficiency of selected governmental administrative services through the following 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 administrative 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

The main objective of this component is to digitize selected re-engineered government 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. It will finance the acquisition of additional shared computing infrastructure elements, digitization of services needed to deliver Government services electronically and development of IT Management and Cyber Security standards and procedures as well as learning management system to mainstream them within the government.

3. Implementation of a Service Delivery Model

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. Technical assistance will be provided to all institutions responsible for the delivery of public services re-engineered and digitized under MGSP, as well as partner entities participating in Unified Public Services centers (CUPS) pilots. The Component will also address the capabilities of structural units in the government responsible for public services modernization reform management and coordination.

Under MGSP, the Government undertakes a multilayered reform that focuses on key administrative central government public services to reduce time and burden for citizens and businesses and improve service delivery quality, transparency and efficiency by using innovative solutions and ICT. Its key pillars are: i) modernization of the public services so that they are more accessible to any citizen and business; ii) service provision standardization, simplification through business process re-engineering and digitization, with a focus on on-line services; iii) citizen feedback and performance monitoring on service delivery for on-going improvement.

4. Project Management

This Component will finance project implementation unit (PIU), based in e-Governance Agency and will co-finance the core e-Governance Agency management team.

II. Objectives of the assignment

An individual consultant will be hired by the e-Governance Agency to conduct appropriate project management activities for ensuring proper re-engineering and digitization of public services.

III. Scope of Work

The project manager will undertake the following tasks:

1. Take part in development of concepts, technical requirements, terms of reference required for re-engineering and digitization of public services and consolidation of shared digital platforms¹;
2. Contribute to development of bidding documents, in collaboration with the project implementation unit, as required;
3. Take part in selection process of contractors for re-engineering and digitization of public services, including, evaluation of technical proposals, assisting the project implementation unit in compiling the evaluation report, taking part in contract negotiations;
4. Coordinate and manage re-engineering and digitization of selected public services according to agreed timeframes, budgets and quality criteria;
5. Perform day-to-day project management activities, including, but not limited to:
 - a) Developing, organizing and keeping project records based on PMI PMBOK standard² and eGA templates;
 - b) Estimating the resources needed to achieve project goals;
 - c) Maintaining overall control of the scope, schedule, tasks and deliverables;
 - d) Maintaining effective communication with all project stakeholders;
 - e) Managing project expectations with team members and other stakeholders;
 - f) Identifying and managing project dependencies and critical path;
 - g) Proactively managing changes in project scope, identifying potential crises, and devising contingency plans;
 - h) Building and developing relationships with project stakeholders, vital to the success of the project;
 - i) Develop lessons learned, best practices and tools for project management;
 - j) Develop and deliver and present periodic progress reports to project stakeholders;
 - k) Assisting eGA and beneficiary institutions with validation and sign-off of project deliverables.
6. Identify, together with eGA legal team, beneficiaries and suppliers, legal changes required to implement the services and platforms according to newly designed processes and contribute to their development;
7. Participate in technical team meetings internally and externally with counterparts, as appropriate, to help identify and implement integrated IT solutions;
8. Provide ongoing support to eGA counterparts in the implementation of ICT systems related to the organization's work plan.

IV. Outputs

The outputs of the Project Manager will include, for each project:

1. Complete project records, uploaded to eGA Knowledge Base;
2. Full set of project deliverables, including those specified in the relevant ToRs for the contractors on re-engineering and digitization of public services as well as typical project management artifacts (project plans, status reports, risk/issue logs, lessons learned etc.) validated and signed-off by appropriate stakeholders;
3. Concepts, technical specifications, terms of reference, proposed legal changes etc.;
4. Monthly progress reports.

¹ Includes the platforms for authentication and authorization (MPass), electronic signature (MSign), payments (MPay), data exchange and interoperability (MConnect), notifications (MNotify), document deliveries (MDelivery), Journaling (MLog), public services portal (servicii.gov.md), open data portal (date.gov.md) etc.

² <https://www.pmi.org/pmbok-guide-standards/foundational/pmbok>

V. Timing

This is a full-time assignment expected to commence in October 2019 with a three-month trial period. The initial contract will be signed for a period of 12 months and could be extended subject to the Consultant's good performance and same fee rate.

VI. Institutional arrangements

The Consultant will work under the direct supervision of and report to:

1. Chief Reengineering Officer for service reengineering processes;
2. Chief Digital Officer for service digitization processes.

The Consultant will undergo an internal evaluation of performance using an individual standard eGA Performance Evaluation Form that will be completed and updated by the Consultant, discussed with and approved by the Client, every 12 months. The first evaluation will cover the probation period. Negative performance evaluation documented in the individual Performance Evaluation Form may lead to contract termination earlier than the period of contract duration specified in the contract.

VII. Resources

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

VIII. Qualification requirements and evaluation criteria

Mandatory requirements

- University degree in areas such as Economics, Computer Sciences, Engineering, Telecommunications or related;
- Demonstrated experience in IT project management in public or private sectors (3 years);
- Demonstrated experience in managing development of enterprise-level ICT systems;
- Familiarity with PMI Project Management Body of Knowledge (PMBOK);
- Familiarity with software development lifecycle, enterprise architecture, cloud computing and SOA concepts;
- Excellent communication skills, written and spoken, in Romanian and English;
- Excellent time-, team-, meeting- and conflict- management skills;
- Strong self-organization and planning skills;
- Autonomy and ability to work with minimum supervision.

Preferred requirements

- International certification in project management (PMP, PRINCE2 or equivalent) would be an asset;
- Familiarity with Business Process Reengineering and BPMN notation would be an asset;
- Familiarity with Design Thinking and/or other citizen-centric methodologies would be an asset;
- Knowledge of e-Government agenda would be an asset;
- Experience with development organizations and public-sector reform would be an asset.