

# Modernization of Government Services Project

Project ID No. P148537

## TERMS OF REFERENCE

for providing support in the completion of piloting and in organizing roll-out of the  
Unified Public Service Centers

National Consultant – CUPS Operations Specialist

### 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 Trust Fund.

In July 2016, the Government of Moldova approved the Public Administration Reform Strategy for 2016-2020<sup>1</sup>, that kept the modernization of public services delivery process among its main objectives.

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

In 2021, the new Executive issued its governing Programme “Establishing Good Times for Moldova”<sup>2</sup> and set modernization of at least 100 administrative services and access of 100% of active population to electronic public services as some of its objectives. The Government Action Plan 2021 – 2022<sup>3</sup> through its envisaged actions reconfirms the determination of the Government to modernize the administrative service delivery system by improving access to public 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.

MGSP continues to play a very important role in achieving the high level objectives set up by the Government. The project aims to improve access, efficiency and quality of delivery of selected 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

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

<sup>2</sup> [https://www.gov.md/sites/default/files/document/attachments/programul\\_de\\_activitate\\_al\\_guvernului\\_moldova\\_vremurilor\\_bune.pdf](https://www.gov.md/sites/default/files/document/attachments/programul_de_activitate_al_guvernului_moldova_vremurilor_bune.pdf)

<sup>3</sup> [https://www.gov.md/sites/default/files/document/attachments/pag\\_2021-2022\\_ro.pdf](https://www.gov.md/sites/default/files/document/attachments/pag_2021-2022_ro.pdf)

public service delivery in selected locations and rolling out at national level; increasing public awareness on and advocacy for administrative services, with a particular highlight on 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. The component finances the procurement of additional shared computing infrastructure elements, digitization of services needed to deliver Government services electronically, as well as the development of a learning management system to mainstream the new digital infrastructure and the modernized services 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 ensures the activity the core e-Governance Agency team.

### **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 to some extent improved business services, such measures have not yet been applied to administrative services.

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 688 existing public services<sup>4</sup> by withdrawing from use the obsolete services and business processes.

### **CUPS<sup>5</sup> – bringing central government services closer to citizens**

To bring government services closer to the citizens, the e-Governance Agency (eGA) has conducted a feasibility study for outsourcing the front-office segment of service provisions (this includes but is not limited to receiving applications for services and delivering the results of the service). As target institutions for outsourcing, **the local public administration (LPA)** has been deemed as the most appropriate from the point of view of legal framework readiness, infrastructure, capabilities and geographical coverage. Due to high number of citizens which are abroad, **Moldovan diplomatic missions and consular offices (MDOC)** have been deemed a feasible complementary option to the local public administration.

At the end of 2021 – early 2022, following the provisions of the Government Decision No. 322 of 10-11-2021 regarding piloting of CUPS, eGA established CUPS in 17 LPAs. CUPS in 9 Moldova diplomatic missions and consular offices, although, included in the list for piloting, are still under consideration, being in the process of identification of the best solution for Moldovan diaspora access to public services from abroad. Initially, 30 services provided by

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<sup>4</sup> Government Decision [670/2020](#) (legis.md)

<sup>5</sup> CUPS, abbreviated from Unified Service Provision Centers (Romanian term *Centre Unificate de Prestări Servicii*) is a concept of omni-channel strategy of public service provision through one-stop-shops, whereby access to public services will be provided, on one side, online (via the portal of public services [servicii.gov.md](#)) and, on other side, by locally-deployed service centers.

the Public Services Agency (PSA) and the National House of Social Insurance (NHSI) will be piloted through CUPS, with the possibility to expand the list of services providers and services. It is expected that the piloting process will take about 6 months and, in case the legal, technical, and economic feasibility of CUPS is demonstrated during the piloting period, an additional number of at least 54 CUPS will be rolled out throughout the country.

Starting with February 2022, all 17 CUPS (operating at LPA level) are fully functional. Considering the continuous increase in the number of requests from mayors wishing to establish similar centers, eGA intends to speed up the process of the CUPS model replication at the country level, and potentially even enlarge the total number of CUPS by June 2023.

## **II. Objectives of the assignment**

An individual consultant – CUPS Operations Specialist – will be hired to provide support to eGA in managing activities related to concluding CUPS piloting and rolling them out at national level.

## **III. Scope of work**

The CUPS Operations Specialist will provide support in concluding CUPS piloting and organizing the rolling-out processes, including but not limited to the tasks listed below.

1. Support LPA Portfolio Manager to design and implement selection criteria for the next LPAs and other entities which manifest interest to establish CUPS.
2. Participate in the selection process of entities that will be part of the roll-out phase, connect with selected entities and provide support to their alignment to the requirements related to CUPS establishment.
3. Support LPA Portfolio Manager in design terms of reference and other relevant documents for the CUPS roll-out and in the management of contracts related to refurbishment works to be undertaken at each target location, furniture and equipment, visibility materials and other goods, as needed, for proper CUPS roll-out.
4. Provide guidance and methodological support to the new CUPS Specialists and service providers during CUPS roll out.
5. Revise and adjust as needed operating procedures and other relevant documents necessary for the provision of services selected to be piloted in CUPS.
6. Offer support to the new CUPS Specialists in providing selected services via CUPS, including just-in-time assistance and problem solving.
7. Provide inputs to development of new training materials according to the updated Training Plan for new CUPS Specialists, provide support for training activities, organize initial and post-training evaluations.
8. Provide key inputs to eGA communication team related to CUPS-related communication & PR materials and support eGA communication efforts during CUPS piloting completion and rolling out (for example online/offline targeted informative sessions for citizens, with a special focus on outreach to vulnerable or disadvantaged groups, etc.).
9. Organize knowledge sharing sessions among LPAs, to promote CUPS concept and improve CUPS operations.
10. Measure the key performance indicators related to CUPS piloting, support development of quantitative and qualitative research, to assess citizens' perception of the quality, accessibility and responsiveness of services provided via CUPS, the levels of uptake, operational activity and productivity etc. and together with LPA Portfolio Manager, adapt the piloting and rolling-out plan as needed to achieve the set targets.
11. Provide feedback to LPA Portfolio Manager in development of CUPS piloting evaluation report, outlining the main findings during piloting, recommendations for

- services delivery improvement, comparison between actual indicators and planned targets (for example, in terms of number of beneficiaries, degree of satisfaction, economic feasibility etc.) and proposals for further CUPS replication at national level;
12. Contribute to CUPS achievement of Results Framework Indicators;
  13. Contribute to CUPS roll-out Report.

#### **IV. Outputs**

The main outputs of the CUPS Operation Specialist include, but are not limited to:

1. Selection criteria for the next CUPS;
2. Terms of reference and other necessary documents for the CUPS roll-out in up to 22 new localities;
3. Up-to-date replication action plan;
4. Up-to-date operating procedures for revised list of services for roll-out (if case may be);
5. Up-to-date CUPS training plan, training materials and training report;
6. Inputs to CUPS communication and PR materials;
7. Inputs to evaluation report at the end of piloting and replication periods;
8. Inputs to roadmap for CUPS institutionalization and roll-out at national level.
9. Quarterly Progress Reports in English.

**Note:** Many of the outputs will not be produced by the CUPS Operation Specialist solely (e.g. operating procedures, trainings, legal framework), but they are included in this section as it is his/her responsibility to contribute to their development and final production and validate as being of appropriate quality.

#### **V. Timing**

This is a full-time assignment expected to commence in May 2022 with a three-month trial period, and will end in June 2023.

#### **VI. Institutional arrangements**

The Consultant will work under the direct supervision of and report to the LPA Portfolio Manager. The Consultant will work in a team of other two CUPS Operations Specialists (three in total), to ensure timely CUPS roll-out by May 2023. 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 (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**

- Demonstrated experience of working with central and local public administrations; in project management in public or private sectors (3 years);
- Demonstrated experience in multi contract management;
- Excellent communication skills, written and spoken, in Romanian and Russian;
- Excellent time-, team-, meeting- and conflict- management skills;
- Strong self-organization and planning skills;
- Autonomy and ability to work with minimum supervision.

**Preferred requirements**

- Experience in project management in public or private sectors would be a strong advantage;
- Experience in service provision, especially with regards to service quality management (public or private);
- Experience in supervision of contracts for training activities, procurement of goods and works would be a strong asset;
- Knowledge of e-Government agenda;
- Knowledge of the English language.