

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

**TERMS OF REFERENCE
NATIONAL CONSULTANT – ENTERPRISE ARCHITECT**

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, 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"² 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 – 2023 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 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-

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

² https://www.gov.md/sites/default/files/document/attachments/programul_de_activitate_al_guvernului_moldova_vremurilo_r_bune.pdf

³ https://www.gov.md/sites/default/files/document/attachments/pag_2021-2022_ro.pdf

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.

The MGSP project is designed to reuse centralized infrastructures and platforms developed by Government of Moldova within Governance e-Transformation Project and administered by Moldovan e-Governance Agency. Major reusable components of the e-government infrastructure are listed below:

- MCloud – private government cloud computing platform
- MConnect – data exchange platform
- MPass – government electronic identity service
- MSign – government digital signature service
- MPay – government payment service
- MNotify – government notification service
- MPower – government authorization service
- MLog – government journaling service
- MDelivery – government delivery service
- Public Service Portal – government portal for public services for citizens and business.

In the context of public service reform, the Government is reviewing the existing infrastructures, platforms and centralized services (i.e. e-government infrastructure) in order to enhance them with new functionality as well as extend the infrastructure with brand new reusable components and services which will lead to better electronic public services. At least 10 upgrades to e-government infrastructure components are planned as part of MGSP.

I. Objectives

The Agency seeks to recruit an experienced local consultant for the position of Enterprise Architect (the Consultant) to perform activities related to e-government platform and service architecture.

II. Scope of Work

During the proposed period of performance, the Enterprise Architecture Consultant will work closely with the eGA core team in order to:

- Develop and maintain e-governance enterprise architecture as per international best practices;
- Document and maintain relevant architecture documentation for Agency's products;
- Participate in existing IT systems audits and validations of proposed technical specifications for new developments in public services digitization;
- Contribute to the development of digitization methodology, especially to non-functional requirements;
- Collaborate with product managers for continuous development of Agency's products;

- Collaborate with IT development and operations divisions in order to ensure agility, DevOps and cloud-native computing principles in products development and deployment;
- Conduct researches and analysis in adopting new technologies, protocols or practices in existing and new products;
- Provide advice to EGA management on technology advancements, standards and technology governance;
- Other activities as requested related to meeting the EGA objectives.

III. Outputs

The outputs of the Enterprise Architecture Consultant will include the following documentation and reports:

- Terms of references, recommendations, analysis conclusions and other deliverables related to platform-level services of e-Governance Agency;
- Contributions to the generic set of functional and non-functional requirements applicable across government systems;
- Technical trainings materials on issues related to platform-level services developed upon request and submitted;
- Quarterly Progress Reports submitted.

IV. Timing

This is a full-time assignment expected to commence in July 2023.

V. Institutional arrangements

The Consultant will work under the direct supervision of and report to the Chief Enterprise Architect. The reports will ultimately be approved by the eGA Director.

The Consultant will undergo an internal evaluation of performance using an individual standard Performance Evaluation Form that will be completed after 3 months of trial period and updated by the Consultant, discussed with and approved by eGA, every 12 months, afterwards.

VI. Resources

The eGA will provide working space, office equipment and communication facilities, as well as any other necessary means and support for Consultant in order to carry out this assignment.

VII. Qualification requirements and evaluation criteria

Mandatory qualifications:

- University degree in computer sciences, engineering, telecommunications or related fields;
- 7 years of Information Technology experience;
- Experience with enterprise application/systems architecture;
- Experience with all phases of SDLC methodologies, business process reengineering and functional analysis for complex technology applications for large scale systems;
- Good knowledge of SOA principles and technologies (SOAP and REST), Event-Driven Architecture and other integration methodologies;
- Good knowledge of UML and a CASE tool;
- Ability to effectively communicate and write in English and Romanian languages. Communication in Russian is an advantage.

Preferred qualifications:

- Experience in business analysis and technical implementation of IT solutions;

- Experience with architecture frameworks such as Zachman / TOGAF with proven track record of implementing and actively managing fundamental architectural frameworks, methodologies, and architectures;
- Experience with cloud-native computing principles and technologies (Kubernetes);
- Working knowledge of business process management, workflow and data mediation technologies;
- Ability to work effectively under aggressive deadlines and in challenging settings;
- Experience working in large organizations with cross-departmental teams.