

Modernization of Government Services in the Republic of Moldova

Project ID No. P148537

TERMS OF REFERENCE

International Consultant to develop the Methodology for the identification, description and institutionalization of Life and Business Events and training for its application

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 2016-2020¹, 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 objectives of the Government of Moldova for inter-sectorial digitalization 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 2023, the new Executive issued its governing National Development Plan 2023 – 2025² that sets modernization of administrative services and access of population to electronic public services as one of its major objectives. The recently approved Public Administration Reform Strategy 2023 – 2030³ 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. The last, but definitely not the least, the Government Action Plan for 2024⁴ through its envisaged actions counts on MGSP support to continue expanding the development of electronic services and digital transformation at various inter-sectorial level.

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

² [HG89/2023 \(legis.md\)](https://legis.md/HG89/2023)

³ [HG126/2023 \(legis.md\)](https://legis.md/HG126/2023)

⁴ https://gov.md/sites/default/files/document/attachments/pag_2024-27.12.2023.pdf

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 digitalize 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 of the core e-Governance Agency team.

Current context:

To simplify access to public services, including electronic services provided by state agencies, in 2012, eGA developed and launched the Public Services Portal (<https://servicii.gov.md/ro>) – **a unified access point to information on public administrative services provided by the institutions of the Republic of Moldova**, where visitors can find information regarding public services, description of the public service, list of required documents, opening times, costs and duration for the issuance of the documents, contact information and sample application forms.

The portal was designed to serve as a one-stop shop for accessing electronic public services and provide brief, accurate, and accessible information to visitors about public services. The portal was not intended to substitute the webpages of authorities but serve as common access point where citizens can get information about public services and apply online for services, where possible.

In October 2021, eGA officially launched an updated version of the Public Services Portal (hereafter *PSP*), with updated list of services and related information, which is available for national citizens, business companies, diaspora, and foreigners who visit the Republic of Moldova.

Nowadays, PSP hosts up to 700 public services, out of which about 300 e-services, 55 Public Service Providers, list of all 100 Unified Centers for Public Services delivery (CUPS) and list of 64 services provided via CUPS. Additionally, 14 life and business events are included and described on the updated PSP.

PSP also serves as the public interface of the Registry of Public Services, offering a modern, efficient, and reliable instrument that keeps the evidence of all public services provided by the Government. The appointed representatives of all 55 Public Service Providers (the Registrars) authenticate in the Registry by means of their electronic signatures, thus, confirming their role for issuing, updating, or cancelling relevant public services cards. The Registry of Public

Services provides more powerful content administration tools for service providers; updated services passports; life and business events; improved information searching tools.

By March 2025, PSP is planned to provide institutional and normative framework for at least 5 life events (including gender and socially sensitive), selected to be developed under MGSP framework and to improve the feedback mechanism framework for public service delivery by including citizens opinion or suggestions based on their experience with PSP and also with public services delivery.

The main legal framework that covers public services delivery, ensuring quality, efficiency and accessibility by meeting users' satisfaction is the new Law on Public Services⁵ that entered into force as of February 2023.

II. Objective of the assignment

The objective of this assignment is to ensure that the institutional capacities of the Public Service Providers included on the Public Services Portal are aligned and support the new public service delivery model through the institutionalization of life and business events and their association with related public services.

III. Scope of Work

The scope of the assignment is to identify, describe and institutionalize life and business events in association with related public services, as well as strengthen the knowledge, skills and abilities of the Public Services Providers to offer pro-active public services associated with one life or business event. .

The qualified Individual Consultant (hereafter referred to as – the Consultant) is expected to conduct the following activities:

Activity A:

Develop a Methodology that contains a clear definition and actions to be followed in the process of identification, description and institutionalization of life and business events.

Activity B:

Based on the newly-developed Methodology, organize workshops with the Registrars from 55 Public Service Providers, i.e. with the appointed representatives of all 55 Public Service Providers with an authenticated role for issuing, updating, or cancelling relevant public services cards.

Within activity A) of the assignment, the Consultant is expected to perform the following tasks:

Task A1:

Learn the existing context, including:

- a. Analysis of the national legal framework, key documents, relevant information and practices used by the Public Service Providers.
- b. Analysis of the normative framework and the Concept of the State Register of Public Services;
- c. Analysis, summary, and selection of the most relevant models applicable at international and European level for presenting information on the public services portal with reference to life and business events and their association with public services and service providers.

Task A2:

⁵ https://www.legis.md/cautare/getResults?doc_id=129764&lang=ro

Based on Task A1, issue an assessment report that will include a gap analysis and a detailed schedule for the implementation of the next steps.

Task A3:

Based on the analysis of the documents outlined under Task A1 and on other similar international experiences/practices, draft the Methodology on the identification, description and institutionalization of life and business events that will include:

- a. standard framework, the structure of a good practice, recommendations on how to identify, describe and institutionalize life and business events, as well as their association with the public services.
- b. examples, forms, models of identifying, describing and institutionalizing life and business events with their schematic description, methods and tools;
- c. description of the interaction between the various Public Services Providers responsible for the implementation of the same life event.

Within activity **B**) of the assignment, the Consultant, is expected to perform the following tasks:

Task B1:

Develop training materials and organize workshop sessions for approx. 120 participants, divided into groups of a maximum 20 participants each, 8 academic hours per group (1 day divided in theoretical and practical sessions).

- a. 1/2 day (4 academic hours) theoretical session which will include:
 - The stages of the process of identification, description and institutionalization of life and business events;
 - Associating life and business events with related public services;
 - The process of ensuring the interaction between various Public Service Providers responsible for the implementation of the same life or business event;
 - The applicable methodology for the design of life and business events and the provision of citizen-centered and socially inclusive services;
- b. 1/2 day (4 academic hours) practical session with concrete applicable cases which will include :
 - Methods, tools and examples of identification and description of life and business events;
 - How and whom to interact inter-institutionally with in the process of public service delivery to ensure qualitative and updated information about a certain chain of public services delivered as one life or business event.

At the end of each workshop, participants should have a clear vision of how to identify and describe life and business events, associate them with related public services and ensure inter-institutional interaction.

Each group will identify and describe a life or business event with the support of the Consultant and eGA Specialists.

Provide an interactive and participatory learning environment, individual work, and group exercises.

IV. Deliverables and Timeframe

The deliverables expected under this assignment are specified in the table below.

No.	Deliverables	Tentative timeframe/deadline
ACTIVITY A		
1.	Assessment Report developed, as specified under Task A2 of the Scope of Work, approved by eGA	In two weeks from the contracting date. <i>(deliverable nr. 1)</i>
2.	First draft of the Methodology on the identification, description and institutionalization of life and business events, developed and approved by eGA	In three weeks from the acceptance of the Assessment Report.
3.	Final version of the Methodology on the identification, description and institutionalization of life and business events, developed and approved by eGA	In two weeks from the date of acceptance of the Draft version <i>(deliverable nr. 2).</i>
ACTIVITY B		
1.	Training materials developed and validated with the eGA	One week from the date of acceptance of the final version of the Methodology <i>(deliverable nr. 3).</i>
2.	Several workshops delivered for approx.120 participants, divided into groups of maximum 20 participants in each group, organized in line with the Task B1.	September 2024 <i>(deliverable nr. 4).</i>
3.	Final Report on the assignment developed and approved by eGA	In two weeks after the last workshop organized <i>(deliverable nr.5)</i>

V. TIMING

This is a part-time assignment expected to be performed during the period **July – November 2024**.

VI. INSTITUTIONAL ARRANGEMENTS

The International Consultant will work in tandem with eGA specialists: Head of Digital Platforms Department/ Senior Digital Platforms Manager, PSP Administrator, e-LPA Portfolio Manager, Senior M&E Specialist.

All deliverables will be approved by the PSP Administrator on behalf of eGA.

III. QUALIFICATION REQUIREMENTS

Mandatory qualifications

- University degree in public administration, social sciences or other disciplines related to the task.
- At least 5 years of experience in the development, description of business processes, functional analyzes of public institutions, description of public services, life and business events.
- Experience in minimum 1 European country in the identification, description and institutionalization of life and business events and strengthening of inter-institutional interaction processes for efficient and qualitative delivery of public services.

- Experience in the development of training materials and the delivery of training in the fields relevant to the assignment.
- At least one Methodology relevant to public services and institutional processes developed for central public administration area.
- Ability to communicate and write effectively in English.

Preferred qualifications

- Proven analytical, organizational, reporting, and writing skills (candidates will provide details of documents produced in various tasks, also mentioning their role in such exercises, i.e. author, co-author, development team member, etc.).
- Participation in the development of normative acts, policies and governance processes related to the provision of public services and institutional activity.
- Experience in organizing and facilitating workshops with the participation of different categories of beneficiaries.
- Previous experience in the implementation of activities related to the process of modernization of public services.
- Knowledge of the Romanian and/or Russian languages.