Modernization of Government Services Project
Project ID No. P148537

TERMS OF REFERENCE

NATIONAL CONSULTANT - PROJECT MANAGER (e-LPA)

to conduct appropriate project management activities

for ensuring proper digitization of public services

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[1], 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 if its objectives. The Government Action Plan 2021 – 2022[3] 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-enabled public services; introduce government wide IT Management and Cyber Security standards and procedures. The component finances the procurement of additional shared computing infrastructure

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

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.

Existing context:

Currently many public service providers still require a plethora of paperwork for each individual Local Public Authority (LPA) to access their services, even electronic services. The main impediments for LPAs to access public services are the lack of LPAs' capacity to coordinate their needs with numerous service providers and the exaggerated complexity and peculiarity of their internal processes. As a consequence, digitization at LPA level takes a lot of time, often involving adjustments to the related legal framework while they still have limited or no possibility to be served online.

The digital transformation of local public authorities in an efficient and sustainable way starts from a process of identification, optimization and standardization of services and processes at the level of all LPAs, with the development of a Software-As-a-Service information system, called generic e-APL[4], which would meet the following basic requirements:

- Multi-tenant - it would offer the possibility of using the same instance of the information system by all LPAs wishing to use it, as well as the centralized administration and maintenance of the system;
- Standard set of processes, optimized meant for use in the digital environment, connected to administrative data sources. These processes can be identified and implemented gradually, starting from the most used and / or important for the authorities.
- Exclude duplication of functionality implemented in other information systems, but providing integration points for easy use (ex. notification of commencement of business, building permits, real estate register, civil status register, etc.)
- Modular architecture - it would consist of different modules, which can be developed further and function independently of each other.

All these requirements, based on the recommendations of the mayors collected through discussions and an online survey, have been transposed into the *Concept of the Portal of the Local Public Administration of the Republic of Moldova (e-APL)*[5]. The concept is to be approved by Government Decision and is currently in the process of consultation with various representatives of LPAs and NGOs.

In this context, eGA will procure services for the development of software to implement a single platform which would allow simple and flexible access of LPAs representatives to services and resources provided by Service Providers, including the possibility to pay online and / or apply the electronic signature, as appropriate.

II. Objectives

A National Consultant will be hired by the e-Governance Agency to conduct appropriate project management activities for ensuring digitalization of public services, namely: **e-LPA**, a shared service

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[4] Abbreviation in English of the original title "Conceptul Portalului Administrației Publice Locale din Republica Moldova (e-APL)"
[5] https://particip.gov.md/ro/document/stages/proiectul-hotararii-guvernului-cu-privire-la-aprobarea-conceptului-portalului-administratiei-publice-locale-din-republica-moldova-e-apl/9193

aimed to ensure digitalization of services and processes provided by the Local Public Authorities (LPAs);

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 digitalization of public services and consolidation of shared digital platforms and services[6];
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 digitalization of public services, including, evaluation of technical proposals, assisting the project implementation unit in compiling the evaluation report, taking part in contract negotiations;
4. Manage digitalization 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) Develop, organize and keep project records based on PMI PMBOK[7], Agile development methodology and eGA templates as appropriate for the project
   b) Store all project records using eGA infrastructure (O365 SharePoint and/or Azure DevOps)
   c) Estimate the resources needed to achieve project goals;
   d) Maintain overall control of the scope, schedule, tasks and deliverables;
   e) Maintain effective communication with all project stakeholders;
   f) Manage project expectations with team members and other stakeholders;
   g) Identify and manage project dependencies and critical path;
   h) Proactively manage changes in project scope, identifying potential crises, and devising contingency plans;
   i) Build and develop relationships with project stakeholders, vital to the success of the project;
   j) Develop lessons learned, best practices and tools for project management;
   k) Develop and deliver and present periodic progress reports to project stakeholders;
   l) Assist eGA and beneficiary institutions with validation and sign-off of project deliverables.
   m) 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;
   n) Participate in technical team meetings internally and externally with counterparts, as appropriate, to help identify and implement integrated IT solutions;
   o) Provide ongoing support to eGA counterparts in the implementation of ICT systems related to the organization's work plan.
   p) Based on lessons learned, provide recommendations to improve future performance on projects.

IV. Outputs
The outputs of the Project Manager will include, for each project:
1. Complete project records (for each project), uploaded to eGA Knowledge Base;
2. Provide on-time full set of project deliverables, including those specified in the relevant ToRs for the contractors on digitalization of public services as well as project management artifacts (project plans, status reports, risk/issue logs, project and sprint backlogs) validated and signed off by appropriate stakeholders;
3. Concepts, technical specifications, terms of reference etc.;

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[6] 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.
[7] https://www.pmi.org/pmbok-guide-standards/foundational/pmbok

4. Quarterly Progress Reports.

V.   Timing

This is a full-time assignment expected to commence in **July 2022.**

VI.   Institutional arrangements

The Consultant will work under the direct supervision of and report to the Chief Digital Officer. The Consultant will work in tandem with the e-LPA Portfolio Manager.

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 eGA, every 12 months.

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

Mandatory requirements
• University degree in areas such as Economics, Computer Sciences, Engineering, Telecommunications, business administration, public administration;
• 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 Agile software development methodologies;
• 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, Certified Agile Product Owner / Scrum Master/Practitioner or equivalent) 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.