

Modernization of Government Services Project

Project ID No. P148537

TERMS OF REFERENCE

NATIONAL CONSULTANT - PROJECT MANAGER (FOD 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, 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" 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 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 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.

Assignment Context:

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 reengineering 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”) started 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) increased access to local public services through various channels; c) reducing the number of documents required for public services, and the service delivery time; e) ensuring a high level of satisfaction with the quality of government service delivery.

In 2022 e-Governance Agency started development of a Front-Office Digitization (FOD) platform as part of ECMP (GD 717/2014). Front-Office Digitization (FOD) is a framework containing a collection of visual components and integration libraries that enables rapid design and development of digital government services front-offices. FOD components are designed to be oriented to user experience. The main beneficiaries of services developed based on FOD are citizens, businesses, and foreigners. FOD includes components which are used to easily configure and develop thin back-office for governmental service providers. Optionally, FOD could be integrated with any existing service provider back-office.

Some important MGSP outputs such as digitization of Government services and establishment of Unified Centers for Public Services Delivery/ CUPS were included in the [Action Plan for Moldova's accession to the European Union](#) - action 6.1.2. In March 2023, the European Commission will start the evaluation of the Action Plan implementation. At least 32 public services need to be available in electronic format by that time, being digitized on the Front Office Digitization (FOD) platform. Also, new targets, with an enlarged number of services will be soon set for FOD, following the entering into force of the new Law on Public Services on February 04, 2023.

Moldova e-Governance Agency is looking for an individual consultant to conduct service (s) development management using FOD framework during the whole software solution development life cycle for selected public services. The Consultant is required to be actively engaged with the required resources in various Governmental projects.

II. Objectives

A Project Manager (PM) will be hired by the e-Governance Agency to conduct FOD based public service development projects management activities, including identification, assessment, digitization, implementation and promotion of the Public Services selected by EGA.

III. Scope of Work and Expected Deliverables

The PM will be responsible for setting-up the short and long-term action plans, visions and strategies related to the digitalization of public services selected by the e-Governance Agency using FOD framework.

The PM will undertake the following tasks:

- Develop and/or coordinate development of concepts, technical specifications, terms of reference for existing or new services if required
- Ensure development and updating of action and RAID (risks, actions, issues, decisions) logs
- Document services features and requirements using e-Governance Agency tools (Azure DevOps)
- Define services development roadmap, cost / commercial, functional, operational, promotion models
- Engage relevant institutional representatives to drive initiatives forward and lead them till ownership is defined
- Contribute to contractual and legal framework reviews
- Ensure the development and updating of administrative, technical, and operational documents related to assigned services
- Build, develop relationships and maintain effective communication with service stakeholders, vital to the success of the service implementation
- Collect functional requirements from potential customers (beneficiaries) of the assigned services
- Contribute to the process of FOD product development, in collaboration with relevant stakeholders
- Perform day-to-day service development management activities, including, but not limited to:

- a) Develop, organize and keep projects records based on Agile development methodology and eGA templates as appropriate for the assigned services development
- b) Store all project records using eGA infrastructure (O365 SharePoint and/or Azure DevOps)
- c) Estimate resources needed to achieve services development projects goals
- d) Maintain overall control of the scope, schedule, tasks and deliverables
- e) Identify and manage service development dependencies and critical path
- f) Proactively manage changes in service scope, identifying potential crises, and devising contingency plans
- g) Capture and make use of lessons learned, best practices and tools for service development management
- h) Based on lessons learned, provide recommendations to improve future performance on services development
- i) Assist eGA and beneficiary institutions with validation and sign-off of deliverables related to the developed services
- j) Participate in technical team meetings internally and externally with counterparts, as appropriate, to help identify and implement integrated IT solutions
- k) Provide ongoing support to eGA counterparts in the implementation of ICT systems related to the organization's work plan

IV. Timing

This is a full-time assignment expected to commence in March 2023 with the duration of the services for a period of twelve (12) months.

V. Institutional Arrangements

The eGA (the Client) is responsible for all administrative and procedural aspects, contract and financial management, including acceptance and payment of deliverables/reports expected under the Contract, general project responsibilities and efficient coordination with stakeholders.

The Consultant will work under the direct supervision of the Senior Digital Platforms Manager and will cooperate with the eGA specialists.

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

VI. Activity Progress Reports

The reports will be submitted quarterly, detailing activities performed, and progress achieved during the reported period.

VII. Qualification requirements

Mandatory requirements

- University degree in areas such as Economics, Computer Sciences, Engineering, Telecommunications, business administration, public administration or other related field.

- Demonstrated of at least 3 years' experience in IT projects management in public or private sectors.
- Demonstrated of at least 2 years' experience of IT Business analysis in various domains.
- Demonstrated experience in managing development of 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. Good command in 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

- Knowledge of e-Governance agenda would be an asset.
- Business analysis in public services development would be an asset.
- Experience with development organizations and public-sector reforms would be an asset.
- Certification in project management (PMP, PRINCE2, Certified Agile Product Owner / Scrum Master/Practitioner or equivalent) would be an asset.