Modernization of Government Services Project
Project ID No. P148537

TERMS OF REFERENCE

NATIONAL CONSULTANT - PROJECT MANAGER (PM)

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 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: In addition to the high quality of services and the possibility to access them remotely/ electronically, citizens also demand greater transparency in the processes of providing government services. Meeting these expectations of citizens requires a customer-oriented approach - a fast, effortless and comfortable delivery of public services.

Electronic services are transforming the way authorities interact with citizens. The transition to the provision of electronic public services must be implemented by government institutions, in order to benefit from more efficient work processes and to increase citizens' access to quality information and services. At the same time, by reducing the human contact for the provision of services, it is necessary to create a contact mechanism for public services providers to ensure consultations and necessary support is provided to citizens and customer feedback is received.

In this context, the prospect of establishing a **Unified Client Support Call Center** (hereinafter as per the abbreviation in Romanian - UCSCC) comes to act as a single point of contact with public service users, providing support services, thus ensuring the standardization, optimization of support processes and as a result, increasing the quality of public services. The aim is to organize an efficient and operative customer-provider interaction, to reduce the quality problems in the functioning of the information systems and to solve the incidents quickly. The set up of this platform will also facilitate the customer-provider interaction in the current pandemic period with a large number of COVID-19 infections, given the restrictions people need to respect to stop its spread.

The **Electronic Archive Information System** (hereinafter referred to as the **e-Archive** IS) is intended to be a modern solution for accumulation, preservation, recordkeeping, and consumption of the Archive Fonds of the Republic of Moldova (hereinafter referred to as AFRM), as the documentary heritage of the state. e-Archive IS will support all organizations (public or private) that create and own archives.

The e-Archive IS is intended to be part of a transparent system open to the public, constituting an important part of information processes of major value to citizens and the society. It will provide operative and unrestrained access to retrospective information and promote new technologies for developing, preserving, and consuming it.

II. Objective

A National Consultant will be hired by the e-Governance Agency to conduct appropriate project management activities for:

a) identification, assessment, development, implementation and promotion of the **Unified Client Support Call Center**.
b) Development, promotion and implementation of the **e-Archive** – an information system (SaaS) aimed to ensure long-term preservation of electronic documents of public and private entities.

III.   Scope of Work

The PM will be responsible for setting-up the short and long-term action plans, visions and strategies for the identified projects (mentioned above, under point a) and b)). The Project Manager will undertake the following tasks:
- Develop and enhance the project vision and strategy;
- Develop and/or coordinate development of concepts, technical specifications, terms of reference;
- Ensure development and updating of action and RAID (risks, actions, issues, decisions) logs;
- Document project features and requirements;
- Define project 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 UCSCC and e-Archive;
- Build, develop relationships and maintain effective communication with project stakeholders, vital to the success of the project;
- Collect functional requirements from potential customers (beneficiaries) of the product;
- Manage the process product development, in collaboration with relevant parties i.e. eGA, PSA, NHSI, ITSEC – for UCSCC and National Archives Agency (NAA) – for e-Archive, and other stakeholders if relevant;
- Perform day-to-day project management activities, including, but not limited to:
  a) Develop, organize and keep project records based on PMI PMBOK[4], 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) Manage project expectations with team members and other stakeholders;
  f) Identify and manage project dependencies and critical path;
  g) Proactively manage changes in project scope, identifying potential crises, and devising contingency plans;
  h) Capture and make use of lessons learned, best practices and tools for project management;
  a) Based on lessons learned, provide recommendations to improve future performance on project.
  b) Assist eGA and beneficiary institutions with validation and sign-off of project deliverables.
  c) Identify, together with eGA legal team, beneficiaries and contracted suppliers/ consultants, legal changes required to implement the UCSCC;
  d) Participate in technical team meetings internally and externally with counterparts, as appropriate, to help identify and implement integrated IT solutions;

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4 https://www.pmi.org/pmbok-guide-standards/foundational/pmbok

e) Provide ongoing support to eGA counterparts in the implementation of ICT systems related to the organization's work plan.

IV. Outputs

1. Stakeholder's Map for UCSCC and e-Archive;
2. Product Roadmap for UCSCC and e-Archive;
3. Concepts, technical specifications, terms of reference etc. for UCSCC and e-Archive validated and signed off by appropriate stakeholders;
4. User Journey and Stories Documents for UCSCC and e-Archive;
5. List of KPIs and success metrics for UCSCC and e-Archive;
6. Quarterly Progress Reports, in English.

V. Timing

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

VI. Institutional arrangements

The Consultant will work under the direct supervision of and report to the Chief Digitization Officer/ Head of Project Implementation Department of the eGA. 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. The first evaluation will cover the trial period.

VII. Resources

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.

VIII. Qualification requirements

Mandatory requirements

- University degree in areas such as Economics, Computer Sciences, Engineering, Telecommunications, business administration, public administration or other related field;
- 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-Governance agenda would be an asset;
- Experience with development organizations and public-sector reform would be an asset.