

Modernization of Government Services Project

Project ID No. P148537

Terms of Reference Individual Consultant (national)

Administrator of the Public Services Portal

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.

This year, 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 2023⁴ 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 \(legis.md\)](#)

³ [HG126/2023 \(legis.md\)](#)

⁴ [HG90/2023 \(legis.md\)](#)

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>), where visitors can find information regarding public services, description of the public service, list of required documents, opening times, costs and durations of issue, contact information and sample application forms.

The portal is 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 is not intended to substitute the webpages of authorities but serves 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. PSP hosts 714 public services, out of which 286 e-services, 53 public services providers, list of all 100 Unified Centers for public services delivery (CUPS) and list of 41 services provided via CUPS.

The new version of PSP is the public interface of the Registry of Public Services and provides an improved ergonomics, including for the use with mobile devices. It includes: Citizens' and Business Portal (MCabinet <https://mcabinet.gov.md/ro>), e-Appointment, and is integrated with MPower and Unified Centres for public services delivery (CUPS).

As the public interface of the Registry of Public Services, PSP offers a modern, efficient and reliable instrument that keeps the evidence of all public services provided by the Government. The appointed representatives of all 53 public services providers 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 scenarios; improved information searching tools.

By March 2025, PSP is planned to provide institutional and normative framework for at least 5 life scenarios (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 e-Governance Agency seeks to recruit an experienced national consultant to fulfil the position of Administrator of the Public Services Portal (*hereafter PSP Administrator*) thus, ensuring the necessary support to the institution in managing all activities related to the administration and functioning of the Government Portal of Public Services.

III. Scope of work

The Consultant is expected to conduct the following activities:

1. Review the existent content published on the Public Service Portal and advise on its optimization and improvement;
2. Monitor and where necessary continue to update the content published on the Public Service Portal in coordination with public services providers;
3. Validate content and format for new or updated public services cards;
4. Register, update and cancel (when appropriate) public services cards;
5. Offer methodologic and technical support to public services providers' representatives appointed to manage public services data in the electronic Registry;
6. Ensure alignment with the provisions of the existent legal framework on public services and suggest improvements based on revised needs;
7. Keep and generate (upon request) electronic data (per types, categories, beneficiaries, etc.) about public services and their providers;
8. Establish a unified mechanism to measure citizens' satisfaction about PSP and monitor the indicators;
9. Suggest improvements for enhancing the quality of public services provision based on citizens' feedback and recommendations;
10. Assist and offer information support to new software development efforts to include innovative PSP electronic functionalities, e.g. tracking of the entire cycle – from the citizens' feedback to public service providers' reaction to it, full task completion (where applicable) and final confirmation to the citizen(s);
11. Develop and implement (in coordination with MGSP Legal Officers, Head of Digital Platforms Department and other relevant staff) a framework mechanism for the institutionalization of selected life scenarios/ life events;
12. Define the methodology (including necessary templates) for initial completion of Life Scenarios Cards/ Life Events Cards and their further update.

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

13. Represent eGA in relation with the Government authorities, stakeholders and relevant partners.
14. Fulfill other connected tasks to this assignment, requested by eGA.

IV. Outputs

PSP Administrator will be responsible for producing the following outputs:

1. Current content (as of December 2023) published on the Public Service Portal –updated and improved in accordance with the existent legal framework;
2. Public Services Cards – timely validated, updated and registered;
3. Electronic data (per types, categories, beneficiaries, etc.) about public services and their providers – timely updated and provided upon request;
4. A unified mechanism to measure citizens’ satisfaction about PSP – established and timely monitored;
5. Information for developing new functionalities of PSP, such as tracking of the full citizens’ feedback cycle – fully provided;
6. Framework mechanism for the institutionalization of selected life events – developed and implemented;
7. Methodology (including necessary templates) for initial completion of Life Scenarios Cards/ Life Events Cards developed and implemented.

V. Timing

This is a full-time assignment to be performed during the period January 2024 – April 2025.

VI. Reporting requirements

The Consultant will work under the direct supervision of and report to the eGA Head of Digital Platforms Department/ Senior Digital Platforms 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 management every 12 months.

VII. Resources

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

VIII. Consultant’s qualification and experience

The Consultant must meet the following qualification requirements:

Mandatory

- University degree in public administration, law, project management or any other areas connected to the assignment.
- At least 5 years of experience in working for a central public administration entity (either as an employee or a consultant) in the Republic of Moldova.
- Proven experience with Public Administration Reform with a focus on improving quality of public services, modernization of government services and e-Transformation agenda.
- Ability to work effectively with civil servants and public sector representatives, to advise and interact with all levels of management and staff.
- Knowledge of Romanian, Russian.

Preferred

1. Experience in positions connected to the assignment.
2. Familiarity with innovative public services re-engineering approaches (e.g. human-centered service design, behavioral sciences etc.).
3. Familiarity with Moldovan e-governance infrastructures and services.
4. Previous experience in analyzing citizens' feedback and applying mechanisms for its improvement.
5. Knowledge of English.
6. Prior experience with World Bank, IMF, UN, EU and other donor-financed projects.