

**Modernization of Government Services
in the Republic of Moldova Project
Project ID No. P148537**

**TERMS OF REFERENCE
FOR SENIOR MONITORING AND EVALUATION SPECIALIST**

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 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 of its objectives. The Government Action Plan 2021 – 2023 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-

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_vremuril_or_bune.pdf

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

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.

II. Objectives

The Agency seeks to recruit a local consultant (M&E Senior Consultant, the Consultant) to lead strategic planning, monitoring and evaluation processes and activities related to e-transformation and modernization of government services attributed to eGA, as well as coordinate the implementation of the national internal managerial control system within eGA.

III. Scope of Work

M&E Senior Consultant will perform the following activities:

1. Act as Head of M&E Unit, part of Institutional Management Department (IMD) of eGA and align all the activities of this Unit to IMD Regulation, Action Plan and other internal documents;
2. Lead the process of strategic and yearly planning and progress reporting in the eGA and correlation of all activities with the MGSP framework;
3. Report within national sectorial, cross-sectorial, and whole-of-Government policy documents (roadmaps, strategies, action plans etc.) in which specific activities have been attributed to digital transformation and modernization of public services domains, and/ or for which the Agency contributed; with the periodicity required by the relevant normative act or at the specific request of the State Chancellery;
4. Provide expert input to the national policy documents' drafting, consultations, and approval (including validating the indicators and their monitoring mechanisms);
5. Coordinate the process of progress reporting to the e-Governance Agency Management Board, Projects' Steering Committees, and other high-level bodies relevant to eGA activity;
6. Coordinate the institution's online and offline survey platforms and other feedback collection mechanisms used for M&E purposes in which various social groups or public sector, non-Government partners are involved or engaged to provide quantitative or qualitative data;
7. Support MGSP M&E Specialist with expert vision to and organization of the planned surveys, focus groups session, ethnographic researches, shadowing sessions, and other data and info collection tools planned in the MGSP framework and in other specific projects' M&E Plan(s);
8. Provide input for compiling the required sets of data and information for the performance of international or national surveys (UN eGovernment Survey, digital inclusion, smart cities, digital business, and other surveys);
9. Provide the needed inputs in terms of M&E tools, processes, as well as M&E data for policy drafting, BPR, capacity building, change management, social inclusion and citizen engagement efforts of the Agency;

10. Contribute with expert's vision and opinion to the coordination of CUPS piloting and roll-out M&E Framework, Unified Client Support Call Centre M&E Framework development, covering both administrative sources- and citizen feedback-generated data;
11. Act as Focal Point in relevant task forces and working groups established at the national and international levels (Open Government Partnership <https://www.opengovpartnership.org/>, reporting, indicators selection, data update, explanations, feedback on data provided, workshops, working groups activities etc.)
12. Co-create with the communication team and validate the communication and advocacy products containing M&E-generated data afferent to eGA-led projects (projects' results, products' uptake, survey results, indicators etc.);
13. Insert with regularity progress data or notes into the platforms <https://monitorizare.gov.md> <https://portal.cna.md> on the status of relevant activities performed by e-Government Agency;
14. Ensure the implementation of risk management within the eGA's activity and monitor it;
15. Manage eGA annual self-assessment process as part of the internal managerial control system in the institution;
16. Manage strengthening the capacity of the eGA staff to implement the internal managerial control system and the national internal control standards;
17. Manage the drafting, issuance and publication of the Annual Action Plan on implementation and development of internal managerial control system within eGA;
18. Manage identification and narrative/graphic description of business processes within eGA for the sake of alignment to the provisions of the Law no.229/2010, Orders of the Minister of Finance no.189/2015 and no.4/2019

IV. Outputs

M&E Senior Consultant will be responsible to produce the following outputs:

- eGA multi-year and yearly Action Plans, including their correlation with MGSP framework;
- eGA yearly Action Plans Reports, including insertion of progress on MGSP;
- Documents relevant to the progress obtained by eGA in national sectorial, cross-sectorial, and Government policy developed and submitted;
- Progress Reports to the e-Governance Agency Management Board, Projects' Steering Committees;
- Management of eGA online and offline survey platforms and other feedback collection mechanisms;
- Sets of data and information for the performance of international or national surveys (UN eGovernment Survey, GovTech Maturity Index (GTMI) digital inclusion, smart cities, digital business, and other surveys) provided;
- CUPS and UCSCC M&E frameworks revised;
- Progress data or notes on the status of relevant activities performed by e-Government Agency inserted into the platforms <https://monitorizare.gov.md> , <https://portal.cna.md>;
- Register of risks drafted and updated annually;
- Annual Self-assessment Report of the internal managerial control system within eGA performed and Statement of managerial responsibility issued and published on eGA web page;
- Annual Action Plan on implementation and development of internal managerial control system within eGA provided;
- Processes within eGA identified and described (narrative/graphic);
- Quarterly Activity Reports on the progress achieved.

V. Timing

This is a full-time assignment to be performed during the period April – June 2023.

VI. Institutional arrangements

The Consultant will report to and work under the direct supervision of eGA Director and Chief Administrative Officer/ Head of Institutional Management Department. Quarterly Activity Reports will be coordinated with the Chief Administrative Officer/ Head of Institutional Management Department and approved by the eGA Director.

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

The Agency 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. Qualification requirements

Mandatory qualifications

- University degree in public administration, political sciences, international relations, economics, business administration, or other related fields;
- Minimum of 7 years of relevant work experience in monitoring and evaluation sphere in public authorities, organizations or projects;
- Minimum of 7 experience in the development of policy documents, strategic multi-year planning and yearly planning and reporting;
- Experience in internal managerial control system;
- Experience in coordinating the process of packaging statistic data, information on activities and results, other M&E products or information from these into communication and PR products for a variety of stakeholders and the public;
- Ability to effectively communicate and write in English and Romanian languages.

Preferred qualifications

- Experience in monitoring and evaluation sphere related to reform processes implementation, public policies in various branches of national economy would be a strong asset;
- Experience in monitoring and evaluation sphere related to digital transformation and modernization of public services would be a strong asset;
- Prior professional experience with international, regional, or bilateral World Bank and/or other development partners' funded projects would be an asset;
- Training and capacity building-activities organization and facilitation skills in the field of M&E, RBM, Performance Management would be an asset;
- Knowledge of Russian would be an asset.