

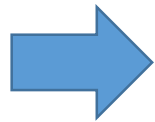
Modernization of Government Services Project (MGSP) Republic of Moldova

*Annual Progress Report, Project Year 1
June 30, 2018- June 30, 2019*

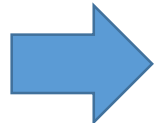


Project outline

The MGSP project supports the Government of Republic of Moldova to implement activities in line with:



Moldova Public Administration Reform Strategy 2016-2020
https://cancelaria.gov.md/sites/default/files/document/attachments/s/strategia_de_reforma.pdf



Priorities for poverty reduction and shared prosperity identified by World Bank's 2016 Systematic Country Diagnostic
<http://documents.worldbank.org/curated/en/465041475522681625/pdf/Moldova-SCD-clean-09232016.pdf>



Service Governance Focus Area of the World Bank Partnership Framework for 2018-2021 that aims to improve efficiency, quality and inclusive access of Moldovan citizens to public services
<http://documents.worldbank.org/curated/en/604221499282920085/pdf/MOLDOVA-CPF-FY18-21-20170629-final-07052017.pdf>



General data on the Project

Based on official documents: Loan and Financing Agreements signed on 28th of November 2017, ratified by the Moldova Parliament as of March 1, 2018 (Law #25, effective since its publication in the national gazette "*Monitorul Oficial*")

Project development objective (PDO): to improve access, efficiency, and the quality of delivery of selected government administrative services.

Project effectiveness: 25th of June 2018

Donor: World Bank

Implementing entities: State Chancellery and Moldova e-Governance Agency

Period of implementation: September 1, 2017 – June 25, 2018 (MGSP Project Preparation Advance) and June 25, 2018 – June 30, 2023 (MGSP Project)

PDO Level Results Indicators



- Time (days) needed for citizens to obtain selected government administrative services reengineered within the project through the regular procedure
- Share of people who have accessed e-services in the past 12 months, of which
 - % women
 - Low income categories (bottom 40%)
- Level of citizen`s satisfaction with quality of selected government services of which
 - % women
 - Low-income categories (bottom 40%)

Component 1 Administrative Service Modernization US\$ 7.58 million

This component supports improvements in Government services processes to address excessive administrative requirements, inefficiency of public institutions, ineffective communication, and other deficiencies, creating barriers for citizens and businesses in accessing

Subcomponent 1.1: Business Process Reengineering

The objective of this subcomponent is to redesign at least 21 selected central administrative services provided to citizens and businesses to reduce the administrative burden of access and prepare for digitization of services under Component 2.

Subcomponent 1.2: Reform Management and Coordination

This subcomponent develops capacity for reform management, develop a coordination mechanism, and support change management.

Subcomponent 1.3: Expanding Access Points for Central Government e-Services

The subcomponent facilitates access to Government administrative services at the local level through the creation of Unified Centers for Public Services Delivery (CUPS) windows across Moldova and supporting capacity building to promote citizen-centered facilitation services at CUPS.

Subcomponent 1.4: Citizen Feedback and Outreach

This subcomponent focuses on mainstreaming citizen-centric approaches and socially inclusive citizen engagement in the project.



Subcomponent 1.1 Business Process Reengineering

Procurement Package 01/1.1/CQS CS for re-engineering of three selected public services (batch 1/pilot): 3 Selected services

The aim of this activity is to re-engineer of 3 selected services in the first batch from a total of at least 21 services, from the stage of AS-IS mapping, TO-BE mapping, all the way to piloting of the new model of service delivery and evaluating the efficiency.

The pre-selected public services that are subject of the re-engineering under this assignment are:

- **Issuance of Unemployment Allowance;**
- **Issuance of Driving License**
- **Determining the Disability and Work Capacity**

Public authorities providing these services:

- National Council for Determination of Disability and Labor Capacity;
- National House of Social Insurance
- National Agency for Employment
- Public Services Agency

Progress to date :

Working team on the re-engineering of public services set up and trained:

- Training curricula and materials on reengineering of public services elaborated;
- 3 days training for 20 participants delivered;
- Training report delivered;
- Post-training survey among trainees regarding the quality and adequacy of training applied



Subcomponent 1.1 Business Process Reengineering

Procurement Package 01/1.1/CQS CS for re-engineering of three selected public services (batch 1/pilot) – continuation:

Progress to date:

Actual situation of the public services under re-engineering (AS-IS) documented:

- list of full legal basis (primary, secondary and tertiary legislation) finalized;
- documents and information needed to obtain the services analyzed;
- staff expertise level analysis;
- service maturity level analysis;
- inventory of ICT solutions;
- delivery channels analysis;
- inventory of existing business processes;
- “AS-IS” and the overall map of all business processes finalized and approved;
- identified gaps (legal, organizational etc.) that can prevent efficient service delivery;
- customer perception analysis;
- business process deficiencies analysis;
- key baseline parameters.

Public services simplified through legal analysis and the new design developed:

- Recommendations for administrative streamlining and improving the service delivery
- Business process deficiencies report
- Report on the front office – back office responsibilities as per the new model
- **TO-BE** maps developed for all three selected services; TO-BE map for **Issuance of Unemployment Allowance** approved by National House of Social Insurance and National Agency for Employment. Service standard charts as part of the TO-BE maps have been agreed and approved by beneficiary institutions.

Deliverables in process:

- Draft legal framework required to support the new service model
- Organizational chart that will support the new service model and human resources needed to perform the new service model
- Technical specifications of the ICT components according to ICB- Supply and Installation of Information Systems.
- **TO-BE** maps of the selected pilot services **Determining the Disability and Work Capacity and Issuance of Driving License** to be approved by the service providers by mid- August



Subcomponent 1.1 Business Process Reengineering

Procurement Package 01/1.1/CQS CS for re-engineering of three selected public services (batch 1/pilot)- continuation:

Progress per each selected service:

1. Service Determining the Disability and Work Capacity

Actual situation of the public services mapped:

- **AS-IS map** draft has been submitted on December 3, 2018
- **Staff expertise level analysis:** the staff capacity analysis for CNDDLDC was submitted to EGA on December 20, 2018
- **Customer perception analysis:** a set of quality indicators have been consulted with beneficiaries
- **Key baseline parameters:** defined key parameters to measure the overall time of delivery of the service



Public services simplified through legal analysis and the new developed design:

- Recommendations for administrative streamlining and improving the service delivery;
- Business process deficiencies report;
- **“TO-BE map”** developed *and submitted an updated version on May 28, 2019*
- Solutions and recommendations for IT domain;
- Report on the front office – back office responsibilities as per the new model;
- Estimated time savings after applying the new service delivery model;
- Service standard charts- *the standards of the service have been consulted with the beneficiaries of the services through semi- structured phone interviews*

Subcomponent 1.1 Business Process Reengineering

Procurement Package 01/1.1/CQS CS for re-engineering of three selected public services (batch 1/pilot) - continuation:

2. Service Issuance of Unemployment Allowance



Actual situation of the public services mapped:

- **AS-IS map** - the draft submitted on November 27, 2018
- **Staff expertise level analysis** - information collected about civil servants involved in each process and time spent
- **Customer perception analysis** - focus group with 7 citizens benefitting from unemployment allowance was conducted on Dec. 21, 2018
- **Key baseline parameters** - defined key parameters to measure the overall time of delivery of the service

Public services simplified through legal analysis and the new developed design:

- Recommendations for administrative streamlining and improving the service delivery;
- Business process deficiencies report;
- **“TO-BE map”** developed for the new *processes* and **submitted an updated version on May 24, 2019**
- Solutions and recommendations for IT domain;
- Report on the front office – back office responsibilities as per the new model;
- Estimated time savings after applying the new service delivery model;
- Service standard charts - *the standards have been consulted with the service beneficiaries through Focus Groups on July 16, 2019*

Subcomponent 1.1 Business Process Reengineering

Procurement Package 01/1.1/CQS CS for re-engineering of three selected public services (batch 1/pilot) - continuation:

3. Service Issuance of Driving License

Actual situation of the public services mapped:

- **AS-IS map** - draft document of AS-IS transmitted to eGA on December 18, 2018.
- **Existing ICT solutions** - updated the AS-IS document transmitted to eGA on December 18, 2018
- **Staff expertise level analysis** - the analysis of Public Service Agency was submitted to eGA on December 17, 2018.
- **Customer perception analysis** - a Focus Group with 10 citizens was conducted on December 21, 2018
- **Key baseline parameters** - defined key parameters to measure the overall time of delivery of the service



Public services simplified through legal analysis and the new developed design:

The **TO-BE document** for the public service *Issuance of Driving License* that has been developed during the current reporting period includes the following sections:

- Recommendations for administrative streamlining and improving the service delivery;
- Business process deficiencies report;
- **“TO-BE map”** developed for the new processes *on May 31, 2019*.
- Solutions and recommendations for IT domain;
- Report on the front office – back office responsibilities as per the new model;
- Estimated time savings after applying the new service delivery model;
- Service standard charts *have been consulted with the service beneficiaries through Focus Groups on July 17, 2019*

Subcomponent 1.1 Business Process Reengineering

Procurement Package MD-EGA-71314-CS-QCBS CS for re-engineering of selected public services (batch 2):

The scope of work is the reengineering of 7 selected services and/or groups of services from a total of at least 18 services, from the stage of AS-IS mapping, TO-BE mapping, all the way to piloting of the new model of service delivery and evaluating efficiency gains.

The pre-selected public services that will be subject of the re-engineering under this assignment are approved by the National PAR Committee after a comprehensive horizontal review and inventory of public services performed by eGA.

Expected outputs :

- *Result 1: Set up working team and train it on the re-engineering of public services*
- *Result 2: Document the actual situation of the public services under re-engineering*
- *Result 3: Reengineer existing operational procedures and business processes*
- *Result 4: Develop the tools required to support the implementation of the new service delivery model*
- *Result 5: Pilot new service delivery model in real-life scenarios and with real customers*
- *Result 6: Roll out the new service delivery model into production*

As a result of the prioritization exercise developed within horizontal review of the government services, **12 service groups** were identified as a list of the priority government services proposed for re-engineering. "Group of Services" under the prioritization exercise are services of the same category, type, provider entity and administrative processes, for which only the scope is different, and which will be proposed by the Government to be reengineered "in bulk".



Subcomponent 1.1 Business Process Reengineering

Procurement Package MD-EGA-71314-CS-QCBS CS for re-engineering of selected public services (batch 2):

The NCPAR approved the following groups of services for re-engineering (batch 2):

1. Birth registration and granting social benefits for childbirth and childcare;
2. Issuing duplicate of civil status certificates, with or without changes;
3. Granting retirement pensions for different categories of beneficiaries;
4. Registration of marriage;
5. Registration of divorce;
6. Recording of death and granting social benefits in connection with the death of relatives;
7. Registration of legal entities, individual entrepreneurs, patent holders and non-commercial organizations.



*The role of **Coordinators' Council** is to coordinate the reform implementation and is a consultative body on Government services modernization reform for the State Chancellery and eGA.*

*The **National Council on Public Administration Reform** oversees implementation of the modernization of Government administrative services under the MGSP and endorses decisions, recommended by the State Chancellery and eGA, including decisions based on recommendations of the Coordinators' Council.*

Subcomponent 1.1 Business Process Reengineering

Procurement Package 03/1.1/CQS Consulting firm to perform an inventory and horizontal review of central public services in Moldova:

The aim of this activity is to perform the preparatory work for the re-engineering initiatives of the government in the field of public services.

Conclusions of the Inventory of Horizontal review of central public services:

Passports of services – were identified 604 administrative public services offered by 65 providers;

23 public services were proposed to be merged, 8 public services were proposed for consolidation and 45 for transformation;

Inventory of the public services as per Core Public Service Vocabulary Application Profile that will comprise a list of the public services identified accompanied by the passport service and categorized per improved classification

19 life scenarios were identified, out of which **5 are social and gender-sensitive**;

Inventory and passports of life events as per Core Public Service Vocabulary Application Profile;

Prioritization of administrative public services as per prioritizations criteria.

Achieved results:

- **Recommendations on the optimization**, merging or elimination of public services: list of public services to be optimized, merged or eliminated, accompanied by legal and other arguments, *delivered on June 11, 2019*
- **Developed methodology** for unifying and describing public service passports based on Common Public Service Vocabulary, *delivered in June 2019*
- **Recommendations regarding required amendments to legal framework** necessary for optimization, merging or elimination of public services, *last version updated on June 11, 2019*
- **The workshop with representatives of public service providers**, relevant policy-making bodies to present the results of the assignment, *organized in June 2019*
- **Final report** with the representatives of public service providers on the activities, results and findings of the project *delivered on June 11, 2019*

5 social- and gender-sensitive life scenarios identified during the Horizontal review of central public services:

- Being disabled and social inclusion of disabled persons, potentially including determination of disability, disability benefits, recruitment and employment of disabled people, integration of disabled children, driving license for disabled people etc.
- Integration and reintegration in the labor market, potentially including services like finding a job, career (re)orientation, (re)training, benefits etc.
- Retirement, including additional benefits for the socially vulnerable groups;
- Parenting, including pre-natal services, childbirth (potentially adoption as well) and raising a child;
- Being orphan, including with one parent or with migrant parents

Subcomponent 1.2 Reform Management and Coordination

Procurement Package MD-EGA-71397-CS-INDV Individual Consultant to develop Change Management Framework:

The objective of the assignment is the development of a systematic, structured and integrated framework to manage the institutional and functional changes of public service providers and to support capacity development of the relevant managerial staff to implement **the change management framework** in the process of institutional redesign and/or transition to new service delivery models.



Expected outputs:

Report I – Detailed Workplan to be applied for the respective assignment, *submitted by August 4, 2019.*

Report II – First draft of the Change management framework developed and presented to the beneficiary for review and comments *by October 18, 2019.*

Report III – Revised draft of the Change management framework, *submitted by November 1, 2019.*

Report IV – Training curricula and training materials for the course on change management, *submitted by November 1, 2019.*

Report V - Training Evaluation Report *submitted by November 30, 2019.*

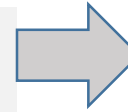
Final Report with relevant mission findings and recommendations, details on the activities performed, list of deliverables and delivery dates, *submitted by November 30, 2019.*

Subcomponent 1.3 Expanding Access Points for Central Government E-Services

Procurement Package 01/1.3/CQS Feasibility Study on Enhancing Citizen's Access to Administrative Services at Local Level:

The aim of this activity is to conduct a feasibility study on enhancing citizen's access to the public services at the local level. The feasibility study assesses the viability and implementation of:

- **separation of the front office from the back office** in central government institutions in Moldova through outsourcing the front office segment of administrative services delivery;
- **using CUPS as front-office** for provision of a number of administrative services.



Expected outputs:

Final Draft of Feasibility Study based on the approved outline **Final Feasibility Study** addressing all the recommendations from the Client.

The entire database, documentation, and filled questionnaires from the assessment.

Achieved results:

Inception Report including the assignment work plan, assessment methodology questionnaire; target individual office/service windows that will be assessed; individual office/service window assessment report template and instructions to on-site assessment personnel (National House of Social Insurance, Fiscal Service); assessment field work schedule and logistics; field data quality control; feasibility study outline - *delivered on September 20, 2018*;

Conducted on-site assessments of potential CUPS offices - *Post Offices have been selected as potential CUPS offices*

Preliminary individual office/service windows assessment reports submitted on February 15, 2019. Final version approved
Recommendations to support the outsourcing contracting process.

The editable cost assessment/estimate and financial models prepared and *delivered on July 24, 2019*

Proposals to the legal and institutional framework for the implementation of the outsourcing of the FO – *delivered*

Outsourcing public policy proposal document - the draft of public policy proposal and the CUPS concept *delivered on July 24, 2019*

Course of action document for outsourcing the front office segment of the services (Action plan)- *delivered on July 24, 2019*

Recommendations on the investment needed *delivered on July 24, 2019*



Subcomponent 1.4 Citizen Feedback and Outreach

Procurement package MD-EGA-71444-CS-LCS Annual National Survey on e-Governance and Services Modernization and Exit Research on Selected Services' Customer Satisfaction:

The main goal of the study is to collect relevant and illustrative data on key performance indicators under the Modernization of Government Services Project. This data together with the one collected and processed by the Moldova e-Governance Agency are intended to provide a consistent and objective picture on the level of citizens' perception, understanding of, support for the reform agenda, including the Digital Transformation and the levels of customer satisfaction with reference to the quality of MGSP selected services before (baseline) and after their modernization (annual dynamics).

Expected outputs:

Assignment 1:

National Annual Survey on Citizen Perception, Uptake of and Support for e-Governance and Government Services Modernization

The following indicators layers will be measured:

- *Citizens' access to computers and Internet. Particularities of Internet access*
- *Knowledge of, support for, and confidence in e-governance and government services modernization*
- *Access to online and offline public services.*
- *Satisfaction with the quality of administrative services' and citizen feedback responsiveness mechanisms*

Assignment 2:

Exit Study on the level of customer satisfaction with the quality and accessibility of services modernized under MGSP (based on a reference group of 8 services)

The following indicators will be measured:

- *Level of satisfaction with the quality of selected services*
- *Level of satisfaction with the accessibility of selected services*

Subcomponent 1.4 Citizen Feedback and Outreach

Procurement package MD-EGA-71450-CS-INDV National Individual Consultant to Develop Social Inclusion, Gender Mainstreaming & Citizen Engagement Framework:

The objective of the assignment is to assist the State Chancellery (the Responsible Authority for the Project) and EGA (the Implementer of the Project) to develop the necessary framework attributes ensuring compliance of selected Government services with social inclusion, gender mainstreaming and citizen engagement requirements.

Due to the difficulty of finding enough qualified candidates in both areas, EGA has decided to split the ToR as it follows:

- 1. National IC to develop Social Inclusion and Citizen Engagement Framework (MD-eGA-115667-CS-INDV);**
- 2. National IC on Gender Equality (MD-eGA-115668-CS-INDV).**

The World Bank approved this approach on May 20, 2019

Expected outputs:

- **The Recommendations Note**
- **The Evaluation Report**
- **The Recommendations Note on the adjustment of the methodology** of reengineering of Government administrative service
- **The set of tools for citizen engagement**
- **Social inclusion and gender mainstreaming toolkit**
- **Training curricula and training materials** on gender mainstreaming, social inclusion and citizen engagement perspectives in the delivery of modernized Government administrative services developed.
- **Three training** activities related to the topics
- **Training Report developed**, including the agenda, list of trainees
- **Final Report** on the assignment with concluding relevant findings and recommendations developed

Subcomponent 1.4 Citizen Feedback and Outreach

Procurement package MD-EGA-115667-CS-INDV CS for development of Social Inclusion and Citizen Engagement Policy Framework:

The objective of the assignment is to assist the State Chancellery and eGA to develop the necessary framework attributes ensuring compliance of selected Government services with social inclusion and citizen engagement requirements.

Achieved results:

A detailed Workplan to be applied for the assignment– *a draft of Workplan delivered to eGA on June 25, 2019 and approved by EGA*



Expected outputs:

The Recommendations Note on the adjustment of the methodology on Government administrative service reengineering developed to enable an effective and efficient citizen engagement process - *received by EGA on August 1, 2019;*

The Evaluation Report of three reengineered Government administrative services reflecting their compliance with citizen engagement and social inclusion aspects developed;

The Recommendations Note on the adjustment of the methodology on Government administrative service reengineering developed to ensure that social inclusion requirements are considered in the reengineering process;

The set of tools for citizen engagement to be used at each stage of the reengineering and evaluation processes developed and presented

Social inclusion and gender mainstreaming toolkit to offer the necessary informative and methodological support in the reengineering and evaluation processes developed;

Training curricula and training materials on the consideration of social inclusion and citizen engagement perspectives in the delivery of modernized Government administrative services developed;

Three training activities related to the topics, organized;

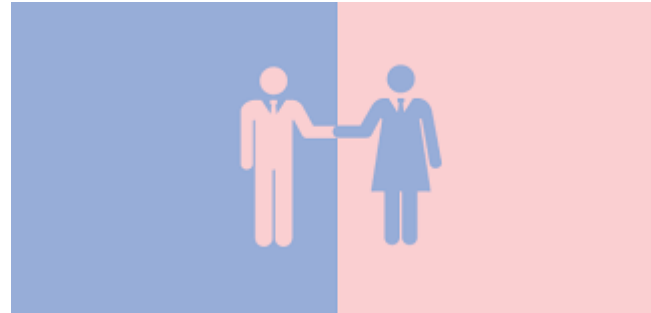
Training Report developed, including the agenda, list of trainees;

Final Report of the assignment with concluding relevant findings and recommendations developed.

Subcomponent 1.4 Citizen Feedback and Outreach

Procurement package MD-eGA-115668-CS-INDV CS for development of Gender Mainstreaming Policy Framework :

The objective of the assignment is to assist the State Chancellery (the Responsible Authority for the Project) and eGA (the Implementer of the Project) to ensure that gender equality aspects are mainstreamed in the Government administrative services modernization process.



Achieved results:

A summary Report on the current situation and existing practices of gender mainstreaming perspectives in public services modernization process *presented to eGA on July 7, 2019*

The Evaluation Report of three reengineered Government administrative services (TO-BE maps) reflecting their compliance with gender mainstreaming aspects *developed on August 5, 2019*

Expected outputs:

- **The Recommendations Note** on the adjustment of the methodology on Government administrative service reengineering developed to ensure that gender requirements are considered in the reengineering process
- **The Recommendation Note** for the development of the social inclusion and gender mainstreaming toolkit elaborated by the citizen engagement and social inclusion expert, developed
- **Training materials** on the consideration of gender mainstreaming perspective in the delivery of modernized Government administrative services, developed
- **Three training sessions** related to the topics organized
- **Training evaluation Note** developed, including training findings and recommendations
- **Final Report** of the assignment with concluding relevant findings and recommendations developed.

Subcomponent 1.4 Citizen Feedback and Outreach

Procurement package MD-EGA-106361-CS-CQS Developing the e-governance visual identity and relevant public awareness products:

General objective of this assignment is to support the effort of the e-Governance Agency in creating its corporate logo and visual identity which will lead to increased visibility and recognition of e-Governance activities and products.

Expected outputs: **Brand Book** presenting the visual identity of e-Governance Agency, Center for Continuous Training, Unified Client Support Service, Unified Centers for Public Service Delivery (CUPS) and logo for e-Governance services, including MStyle aligned to the developed corporate identity; **Logos** in following formats; **Branded promo materials** in both graphic design editable and printed formats in different languages (Romanian; Russian and English).

Achieved results during the reporting period for Communication and Public Awareness segment:

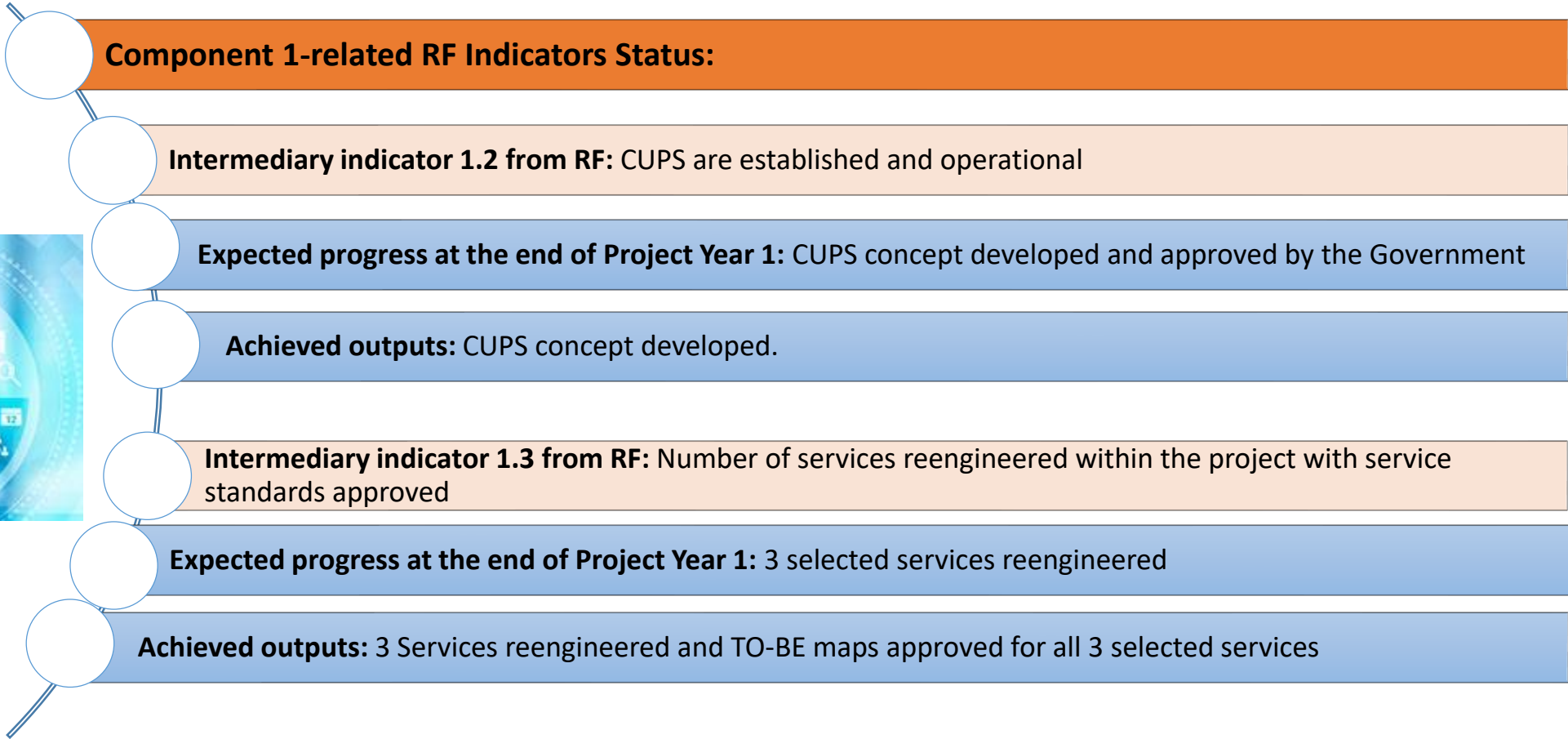
- **Reviewed and updated the description and media kit** of each e-service on the services' platforms and egov.md website
- **Cooperation with Librarians** as e-ambassadors for the e-Government which provide support to the community members in accessing and assimilation of e-services. One-day training was organized on April 19, 2019 for 20 librarians of the National Library System in partnership with EGA.

Expected outputs relevant for Communication and Public Awareness segment:

- *Completion and approval of the Communication Strategy and implementation according to the Action Plan*
- *Communications and PR Company*
- *Comprehensive citizen outreach and online awareness campaign on 5 governmental services*



Component 1 Administrative Service Modernization



Subcomponent 2.1 Digital Services

Procurement package MD-EGA-71456-CS-CQS CS for developing the requirements (methodology) for administrative services digitization:

The **objective** of this assignment is to develop the public service digitization methodology which will institutionalize a development and acceptance framework for public sector information systems, especially for electronic public services.

Expected outputs:

Report of the AS-IS and TO-BE analysis of service digitization practices.

Digitization methodology in the form of a content-oriented web site.

Templates and sample documents for outputs of each activity related to digitization, downloadable from relevant contextual pages of the digitization methodology site.

The lists for validation of processes and main documents.

Proposals for improvements of the public service reengineering methodology relevant to service digitization.

Proposals for electronic public service operations methodology relevant to information systems development.

Training materials used in workshop(s)

Workshop for public service providers

Procurement package MD-EGA-71527-CS-QCBS Consulting Services for Quality Assurance, User Acceptance and Security testing of IT systems developed during the project:

The **objective of this assignment** is to assure the security and quality of the information systems implemented and managed by e-Governance Agency by:

1. Contributing to the development of the Public Service Digitization Methodology in quality and security areas;
2. Contributing to the development of Technical Specifications with quality and security inputs and ensuring that the software solutions are developed in accordance with the defined Technical Specifications.
3. Performing the quality and security reviews and tests of the developed applications, including performance and User Acceptance Test (UAT).

Expected outputs :

- Public Services Digitization Methodology
- Technical Specifications
- Planning of application security and quality assurance review/testing/audit
- Execution of application security and quality assurance review/testing/audit
- Activity Progress Reports

eGA will be in the position to revise the ToR and re-launch the competition after the issuance of the GAP Analysis Final Report and the revision of the IT Code (a recent initiative of the Government) – these 2 factors are creating high dependency for the content of a modern Digitization Methodology.

Subcomponent 2.2 Digital Platforms

Procurement package MD-EGA-71644-CS-INDV Consulting services to perform a gap analysis of the existing digital infrastructure of e-governance framework in the Government of Moldova:

The aim of this activity is to evaluate centralized and reusable electronic services and platforms owned or supervised by the eGA, in order to:

1. improve them by adding new features and optimizing business processes as per international best practices and new trends in the area of e-governance;
2. complement existing e-governance infrastructure with new components which will solve individual and specific problems as part of electronic service development and delivery.

N.B.: The activity was cancelled from MGSP and is currently being implemented with the support of UNDP Moldova. However, the budget reserved for this activity was not re-allocated but kept for the implementation of follow-up actions, as per the recommendations of the GAP Analysis.

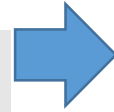
Final version of the GAP Analysis and completion of the assignment are expected by the end of October 2019.



Subcomponent 2.2 Digital Platforms

Procurement package MD-EGA-106369-CS-QCBS Procurement of Electronic Authorization Registry Information System (MPower):

The Electronic Authorization Registry (MPower) is an effective solution to reduce the bureaucracy in public services, by providing a safe, flexible and efficient mechanism for management of authorizations for individuals and legal entities, the possibility to verify the existence and validity of authorizations by interested parties, including public authorities of the Republic of Moldova.



Expected outputs:

Sprint Report, including release notes, breakdown and duration of tasks implemented during the sprint, velocity, issues and outstanding problems, proposed actions to be taken;

Sprint Backlog, including breakdown and estimated duration of tasks proposed to be implemented during the next sprint, resources that the Consultant expects to be provided by the Client and/or actions to be taken by the Client;

Training reports, submitted after each training session

The Evaluation Committee have decided to revise the ToR and to re-launch the REoI on July 31, 2019. EGA organised a meeting with the representatives of the IT private sector from Moldova to tackle all procurement rules, provisions of the World Bank guidelines, and share the most important lessons learnt by now. To ensure a various representativeness and high participation rate to this meeting, eGA channelled the invitation to the meeting through Moldova IT Park and the National Association of IT Private Companies. The targeted outcome for this strategy was achieved – there were more than 50 participants to this meeting, representing 40 companies that expressed their interest in participating to the re-launched or other upcoming tenders announced by eGA. Additionally, after the launch of the RfP, eGA will organize a pre-bid meeting with the shortlisted companies.

N.B.1 All processes described above have been tightly coordinated with and approved by the World Bank.

N.B.2 In the effort of speeding up the project disbursements, the agreed contract implementation method for this procurement is AGILE.



Subcomponent 2.2 Digital Platforms

Procurement package MD-EGA-115672-CS-QCBS CS Services for the design, development, configuration and deployment of the MNotify Information System:

Objective of the assignment is to develop the MNotify information system with demonstrated experience in the design and development of similar complexity projects with local presence in Moldova to perform key client-facing activities, and to provide on-going maintenance and technical support.

N.B.1 All processes described above have been tightly coordinated with and approved by the World Bank.

N.B.2 In the effort of speeding up the project disbursements, the agreed contract implementation method for this procurement is AGILE.

Expected outputs:

A fully-fledged MNotify Information System with all core functionalities developed and deployed according to the requirements defined by the Client during the assignment. The Consultant will deliver compliant and documented source code (including automation scripts, third-party tools and libraries, licenses, where applicable).

Technical and End-user documentation developed according to the Client's documentation requirements.

Training sessions and training materials developed according to the Client's training requirements.

Subcomponent 2.2 Digital Platforms

Procurement package MD-EGA-125919-CS-QCBS Consulting services for design, development, deployment of the Semantic Catalog Information System:

The scope of work of this assignment is to design, develop, configure, and deploy the information system as a fully functional product with all functionalities in place, according to the specifications iteratively defined by the Client. The development of the solution will follow agile iterative software development principles.



Expected outputs:

- **A fully functional information system** with all functionalities developed and deployed according to the requirements defined by the Client during the assignment. The Consultant will deliver compliant and documented source code (including third-party tools and libraries, licenses, where applicable and automation scripts).
- **Technical and End-user documentation** developed according to the Client's documentation requirements
- **Training sessions and training materials** developed according to the Client's training requirements.



N.B.1 To secure an enlarged participation to the REoI, the procurement of the Semantic Catalog Information System has been also tackled along with MPower, MNotify, PSP version 2.0 packages during the meeting with the representatives of the IT private sector from Moldova, held on July 16, 2019. A pre-proposal meeting will be organized in the second week after RfP publishing.

N.B.2 In the effort of speeding up the project disbursements, the agreed contract implementation method for this procurement is AGILE.

Subcomponent 2.2 Digital Platforms

Procurement package MD-EGA-121819-CS-QCBS Consulting Services for the Design, Development, Configuration and Deployment of the new version of the Public Service Portal:

The portal aim is 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 new Public Services Portal will bring several benefits to both users and service providers, such as:

- improved ergonomics, including for use with mobile devices;
- more powerful content administration tools for service providers;
- updated services passports
- life and business events
- improved information searching tools
- chat bots



N.B.1 To secure an enlarged participation to the REoI, the procurement of the PSP version 2.0 has been also tackled along with MPower and MNotify packages during the meeting with the representatives of the IT private sector from Moldova, held on July 16, 2019. A pre-proposal meeting will be organized in the second week after RfP publishing.

N.B.2 In the effort of speeding up the project disbursements, the agreed contract implementation method for this procurement is AGILE.

Subcomponent 2.2 Digital Platforms

Procurement package MD-EGA-72422-CS-FBS CS for installation and configuration of an open-source e-learning platform and migration of content:

The Project will also support the development and use of an **e-learning** tool with a set of video courses as an efficient way to decrease training costs and increase the total number of trainees, while maintaining an adequate level of efficiency and quality of training, encompassing general awareness raising for public employees and citizens and targeted trainings required for IT staff. Video courses related to IT management standards, procedures, and policies will be developed and disseminated through this e-learning platform.

Achieved results during the reporting period:

- **e-Learning platform Concept document:** *drafted*
 - Objectives
 - Solution structure
 - Roles
 - Interface mockups
 - Infrastructure requirements
- **e-Learning platform solution-** *performed entirely*
 - E-learning solution based on the latest version of the Moodle installed on MCloud
 - User guide(s)
 - Platform configuration guide
 - Installation report
- **Online e-learning module on development and management of e-learning platform modules:** *in progress, 50% accomplished*

Expected outputs:

- **Training for trainers on e-learning platform development**
- *Training delivered to up to 20 trainers*
- *Training report*

N.B: Due to the fact that **Procurement package MD-EGA-72422-CS-FBS CS for installation and configuration of an open-source e-learning platform and migration of content** was developed with the support of in-house resources; the savings have been used for:

Procurement package MD-EGA-72422-CS-FBS CS for developing the e-learning modules for the e-learning platform:

Deliverables in the process:

10 e-Learning modules for platform level services:

- *One in acquisition process, 9 not started*

Subcomponent 2.3 IT Management and Cyber Security

Procurement package MD-EGA-71814-CS-CQS CS to provide Training in cyber security, including development of the e-learning module:

The primary objective of the assignment is to develop Moodle e-learning modules for different categories of roles in public institutions (Managers, Users, IT Administrators, Developers) in order to:

- Build the basic knowledge and skills in the area of information and cyber security principles and best practices within Government Authorities;
- Create a security culture across Government Authorities and keep on reminding employees about its importance and their contribution in that.



Expected outputs:

The report presenting the training course organization structure, including the evaluation tests, and implementation plan.

The content proposed to be included in the training courses, including the question banks:

- General Security Awareness
- Managers Security Awareness
- IT Administrators Security Awareness
- Application Developers Security Awareness

Approved training course content, including the question banks and evaluation tests, integrated in the Moodle e-learning system:

- General Security Awareness
- Managers Security Awareness
- IT Administrators Security Awareness
- Application Developers Security Awareness
- Piloting the training courses and evaluation tests

Updated training courses, including the question banks and evaluation tests, in the Moodle e-learning system, based on the feedback from piloting received during the training piloting

Subcomponent 2.3 IT Management and Cyber Security

Procurement package 01/2.3/QCBS Consulting services to develop strategy, action plan, standards and procedures related to cyber security, Cloud Computing, mobile devices and IT operation domain:



The aim of this activity is to develop IT operation and IT infrastructure, cyber security standards and procedures, including strengthening the government capability to ensure proper cyber security of the government cloud platform, and define cyber security strategy and action plan for management of mobile devices and data in government.



The Evaluation Committee proposed to cancel the RfP, **split the ToR into 2 delimited assignments and re-launch the procurement:**

MD-eGA-123371-CS-QCBS Consulting services to develop standards and procedures related to cyber security for Government Private Cloud Computing Platform and IT Management of the Government IT Infrastructure

The purpose of this assignment is to develop the Cyber Security Controls to be applied at Government Private Cloud Infrastructure level and IT Infrastructure Management standards and procedures to be used by the Government Authorities to manage and secure their IT infrastructure.

MD-eGA-123375-CS-CQS Consulting services to develop cyber security strategy, action plan, operation framework related to mobile devices management in the Government

The purpose of this assignment is to develop strategy and action plan for management of mobile devices (mobile phones and tablets) and data in government.

***N.B.** All processes described above have been tightly coordinated with and approved by the World Bank.*

Progress under Component 2 Digital Platforms and Services

Achieved status at the level of Intermediate Indicator 2.2

Intermediary indicator from RF: Module upgrades to digital infrastructure (MCloud, MConnect/MAccess, MPass, MSign, MPay, MNotify, MDelivery, public services portal, Registry of Authorization, and front office digitization)

Expected progress at the end of Project Year 1 (June 30, 2019): 3 upgrades to digital infrastructure

Achieved outputs:

1. **MConnect** MAccess service has been added to the Governmental Interoperability Platform (MConnect). Public launch on October 3, 2018. link to platform: <https://mconnect.gov.md/>
2. **MSign** Integrated Electronic Signing Service vs. 2.0 – on April 6, 2019, the new MSign version was launched. link to platform: <https://msign.gov.md/#/>
The following upgrades/new functionalities of MSign :
 - batch signing;
 - intelligent captcha;
 - new user interface;
 - PWA mode
3. **MPass**: two-steps authentication has been launched on March 1, 2019. link to platform: <https://mpass.gov.md/>

Subcomponent 3.1 Institutional Capability Development

Procurement package MD-EGA-71861-CS-INDV Individual consultant to develop the methodology on capability assessment of service providers and capability development plan:

The objective of the current assignment is the development of the Methodology on the assessment of the institutional capabilities of service providers and identification of the necessary adjustments for the efficient implementation of the New Model of public services delivery.

Expected outputs:

- **First draft of the Methodology** on capability assessment of service providers developed
- The template of the **Capability Development Plan** developed and approved
- **One piloting activity** of the proposed methodology in one of institutions involved in the reengineering process organized
- **One workshop** for about 25 participants
- **Revised draft Methodology** and **Capacity Development Plan** approved
- **Final Report**

Progress under Component 3 Service delivery model implementation

Achieved status at the level of Intermediate Indicator 3.1

Intermediary indicator 3.1 from RF: Share of relevant staff from selected public authorities trained within the project in citizen-centric administrative service redesign

Expected progress at the end of Project Year 1: To train 95% of the identified public servants and other employees of selected public authorities

Achieved outputs: 100% of public servants trained from 95% planned - *20 people trained on citizen-centric administrative service redesign from 20 persons appointed (by providers from the Batch 1/Pilot)*



Component 4: Project Management US\$4.61 million

This component finances the PIU, based in the eGA and co-finances the core eGA management team.

Subcomponent 4.1: Project Management Unit

The EGA designated staff serve as the PIU for the Modernization of Government Services Project (MGSP), dealing with fiduciary functions.

Subcomponent 4.2: E-Government Center Management

Under this subcomponent, technical assistance is offered to support the implementation of the Government services modernization reform, core management team ensures day-to-day support to the State Chancellery in the implementation of the project.



Progress to date:

- All contracts amended;
- PEF template developed and filled in for each staff member;
- MGSP Financial Audit for the period 01.09.2017 – 31.12.2018- in the process of being finalized;
- **New accounting software for the project - in place and majority (90%) of data migrated into the new accounting software for the project;**
- Organized eGA Administrative Board/ MGSP Steering Committee and officially approved eGA budget for 2019;
- The physical inventory of the project fixed assets – in the process of being finalized.

Relevant policies and legal frameworks supporting e-Governance infrastructure that were issued and approved during the reporting period

Law no.142 / 2018 on the exchange of data and interoperability (Official Gazette of the Republic of Moldova, 2018, no. 295-308, art. 452)

The law establishes primary rules for the use of the Interoperability Platform (MConnect) as an information system to ensure the exchange of data between the information systems held by the participants in the data exchange.

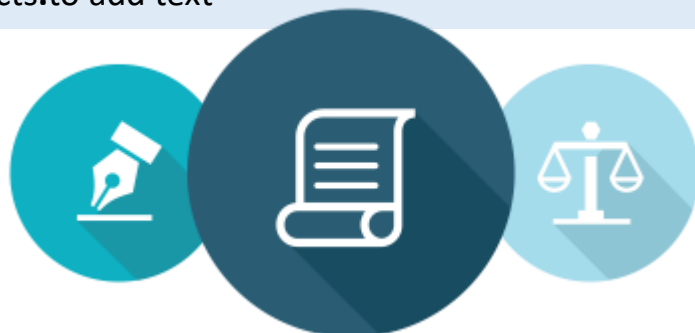
Enacted the Government Decision No. 414/2018 serves as normative basis for reforming IT services in the government sector for:

- improving the quality of IT services provided to public authorities;
- ensuring continuity and sustainability of implemented IT projects in the public sector;
- ensuring cyber security in the internal processes of the authorities, as well as in the processes of delivering public services at the necessary level;
- promoting innovative technologies in the governmental space;
- streamlining the expenditures for the provision of IT services in the Government with the capitalization of all the investments made by the state in the IT projects.to add text

Government Decision Nr. 211 from 03.04.2019 on Interoperability Platform (MConnect).

The current Government Decision approved the Regulation on how to use the Interoperability Platform (MConnect), including the governmental data access service (MAccess) as part of the MConnect platform:

- The rights, competences and responsibilities of the participants to the data exchange via the MConnect platform
- Procedure of connecting to the MConnect platform of the data consumer
- Procedure of connecting to the MConnect platform of the data provider
- Particularities of using the MAccess service
- Particularities of exchange of special legal regime data (Article 2 par. (4) and art. 6 par. (3) of the Law no. 142/2018 on the exchange of data and interoperability)
- Particularities of data sharing with private participants
- Testing the functionality of the data exchange process
- Agreed level of service
- Information security and personal data protection in the context of data exchange through the MConnect platform
- Monitor and control the use of the MConnect platform
- Disconnect from the MConnect platform





KEY ISSUES

- *Trilateral contracts for digitization – eGA to draft a template and approve it with the Bank.;*
- *Request for MGSP restructuring, second level – eGA to submit the official letter to MoF;*
- *MGSP Financial Audit Report – eGA to submit the final draft to the Bank for coordination;*
- *Communication Strategy – eGA to submit the draft of the document to the Bank;*
- *Component 2, sub-component 2.2. Cloud Hybridization – eGA to submit an Informative Note to the Bank on the necessary subscriptions for Hybrid Cloud.*

