

**Modernization of Government Services
in the Republic of Moldova Project**

Project ID No. P148537

TERMS OF REFERENCE

**INDIVIDUAL CONSULTANT TO DEVELOP THE CHANGE MANAGEMENT
FRAMEWORK**

I. BACKGROUND

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 administered CPAR Multi-Donor Trust Fund (MDTF). However, additional efforts are needed to transform Moldova's public administration and bring it in line with European Union (EU) standards as envisaged under the Action Plan for the implementation of the Association Agreement with the EU, signed in 2014.

Governance is identified as a cross-cutting issue and interventions are planned to improve the business enabling environment, enhance public administration reform (PAR) and quality of public service delivery. The Government requested the World Bank's assistance for a PAR operation, to be implemented from FY18-23, called the Modernization of Government Services Project (MGSP, the Project).

The MGSP design i) takes into account the Government of Moldova's vision as stated in the Public Administration Reform Strategy 2016-2020, ii) relies on the Government Services Modernization Action Plan for 2017-2021, and iii) makes extensive use of the institutional and technological achievements of the Governance e-Transformation Project (GeT) implemented by the Government of Moldova and financed by the World Bank. The project aims to achieve improvements in access, efficiency and quality in the delivery of select administrative services through the following four components:

1. Public 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 exploring the possibility of rolling them out at national level; increasing awareness of citizens on public services and availability of 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 will also finance the acquisition of additional shared computing infrastructure elements, digitization of services needed to deliver Government services electronically and the development of IT Management and Cyber Security standards and procedures, as well as a learning management system to mainstream them within the government.

3. Aligning institutional capabilities to the new model of service delivery

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.

Current situation in the area:

Implementation of the GeT Project demonstrated that line ministries' and other Government Agencies' buy-in is essential for an efficient Business Processes Review and services digitization. It is well known that changes in business processes often require adjustments in organizational structure, working

methods, and changes in organizational culture, with a greater focus on performance and the needs of users of the services. All this requires a significant commitment for change especially among the management of line ministries but also at all levels. Clear directions and guidelines for efficient management of the necessary institutional and functional changes are also required to minimize the adverse effects of service reengineering and digitization on service employees and ensure a smooth transition from the current situation to a more efficient and effective service delivery model.

In the recent years, public sector organizations have been required to ensure increased efficiency and effectiveness. Organizations are expected to develop new relationships and partnerships, think and act strategically, network with other agencies, manage resources effectively, redefine boundaries of systems, and govern for accountability and transparency. The rise of these expectations has the need for change, including the way public servants operate in their daily activity. In such cases, governments increasingly rely on change management practices to adapt to external or internal shifts.

Under the component 3, technical assistance will be provided to all institutions responsible for the delivery of public services which are re-engineered and digitized under the MGSP, as well as partner entities participating in Centres for Unified Public Services (CUPS) pilots. The component will also address the capabilities of structural units in the government responsible for public services modernization reform management and coordination. Specifically, component 3 will support the adjustment of institutional and staff capacities of key Government agencies to the new citizen-centric model and digital administrative service delivery arrangements. Component 3 - valid for all line ministries and agencies responsible for the selected Government services under MGSP - is foreseen to be managed and coordinated by the State Chancellery Public Administration Directorate (PA Directorate) responsible for human resources policy coordination and management of public services.

4. Project Management

This component will finance the project implementation unit (PIU), based in the e-Governance Agency (EGA) and will co-finance the core e-Governance Agency management team.

II. OBJECTIVE

The objective of the assignment is to develop a systematic, structured and integrated methodology for the development of an organizational change management framework to manage the institutional and functional changes of public service providers, and to support the 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.

III. SCOPE OF WORK

The consultant is expected to perform the following tasks to achieve the objective:

1. Develop a work plan for the assignment with details on the implementation of the main activities/tasks of the assignment, their duration and interrelations, milestones (including interim approvals by the beneficiary), and tentative delivery dates of the deliverables/reports;
2. Analyze the MGSP components relevant to the assignment, as well as the draft methodology to reengineer Government administrative services and propose entry points to frame their implementation in a more holistic citizen centric context;
3. Undertake a comprehensive desk review of the key documents and existing information related to public administration reform in general and citizen-centric modernization of Government administrative services in particular;
4. Explore and share existing best practices and models (e.g. Lewin, ADKAR, Kotter, Covey, Kubbler-Ross) related to organizational change management, and identify the ones which are relevant to the public sector context of the Republic of Moldova.
5. Develop a comprehensive methodology for the development of an organizational change management framework that explains the main steps and activities to be undertaken to ensure

good management of the institutional and functional changes within the institutions that are subject to reform and reengineering processes;

The methodology should take into consideration the unique characteristics and needs of the public sector and the way transformational change should be carried out in these organizations, and focus, among other aspects, on:

- a) **specifications of processes** to be followed to operationalize change;
- b) **leadership aspects** related to encouraging and supporting change; and
- c) **delegation aspects** related to empowering others to encourage and operationalize change.

The document should also emphasize the collaborative nature of change and the need to involve all parts of the organization to identify the organization's bottlenecks and jointly develop solutions for specific changes to address these issues. Such a collaborative approach should aim to foster grassroots change which, is generally, more sustainable.

Also, the document should focus on understanding, recognizing and managing resistance to change, as well as on communication aspects that are required for a successful transformation.

Finally, the methodology should look into incorporating organizational culture into organizational change as the former emerged as pivotal in determining the success of leaders' efforts to implement change initiatives.

6. Develop training curricula and training materials on organizational change management which will provide the necessary theoretical information and practical solutions for senior and middle managerial staff during the transition period;
7. Deliver two full day training activities for relevant staff in public institutions responsible for the management and coordination of the change agenda towards the new model of Government administrative service delivery;
8. Perform training evaluations and present the quantitative and qualitative data related to the delivered trainings, lessons learned and potential adjustments of training materials and delivery models, as well as recommendations for further activities related to developing more capacity to drive the change management process
9. Prepare and present a final report on the assignment with details on the activities performed, relevant mission findings and recommendations, list of deliverables and delivery dates.

IV. DELIVERABLES AND TIMEFRAME

The deliverables under this assignment are specified in the table below. All documents submitted must be in line with the following minimum standards:

- Use appropriate language for a non-technical audience
- Be comprehensive, properly formatted and well presented
- Provide justifications for all assumptions
- Show evidence of consultation.

No.	Deliverables	Tentative timeframe/deadline
1	A detailed workplan for the assignment developed	Two weeks from the contracting date
2	The first draft of the methodology for the development of the change management framework developed and presented to the beneficiary for review and comments The methodology for the development of the change management framework should include, but not be limited to:	One month from acceptance of the workplan

	<p>a) A general overview of the approach to be applied when dealing with the necessary institutional and functional changes in the institution;</p> <p>b) A description of the current policies, regulations and procedures related to handling functional aspects, as well as staff matters arising out of the organizational change in the public sector;</p> <p>c) Mechanisms and structures to be established in the entities to enable organizational change initiatives;</p> <p>d) A change management toolkit, including templates for a transition plan, outlining all the necessary steps and activities to be realized in the process;</p> <p>e) Relevant tools for communication, engagement and encouragement to get buy-in, at all levels, on the new model of service delivery etc.;</p> <p>f) The tools necessary to enable managers to manage and lead change initiatives.</p>	
3	A revised draft of the methodology for the development of the change management framework developed and presented to the beneficiary	Two weeks from receipt of the beneficiary's comments on the first draft
4	Training curricula and training materials for the course on organizational change management framework developed	Three weeks from the beneficiary's acceptance of the revised draft (deliverable 3)
5	Two full day training activities* for the relevant staff of public institutions responsible for the management and coordination of the change management agenda organized and delivered	To be decided
6	Training evaluation report developed	Two weeks from the date on which the last training is delivered
7	Final report on the assignment with relevant mission findings and recommendations, details of the activities performed, list of deliverables and delivery dates developed and presented to the beneficiary	One week from the acceptance of deliverable 6.

* The exact dates of trainings will be decided in consultation with the beneficiary

V. TIMING

This is a short-term assignment expected to be performed between **March-December 2020**.

The work will be performed both on-site in Chisinau and also off-site at the consultant's premises. The Consultant should be available for consultations and meetings via VC/phone calls upon request by the State Chancellery or EGA.

VI. INSTITUTIONAL ARRANGEMENTS

The Consultant will work under the direct supervision of the State Chancellery Public Administration Directorate in cooperation with the Inter Component Coordinator and MGSP Project Manager to ensure quality and timely implementation of the envisaged tasks, and submission of expected deliverables.

VII. QUALIFICATION REQUIREMENTS AND EVALUATION CRITERIA

Mandatory qualifications

- University degree or higher degree in public administration, political science, social sciences or other related to the assignment disciplines;
- Minimum eight years work experience on public administration reform and human resource management;
- Minimum five years' experience developing training materials and delivering training in the fields of public administration reform, institutional change and human resource management;
- Certified specialized training in change management and/or human resources management;
- Experience in developing and implementing change management strategies/policies in public organizations;
- Very strong interpersonal and communication skills;
- Proven analytical, organizational, reporting and writing abilities (the candidates shall provide details on documents developed under different assignments, also mentioning their role in such exercises, i.e. author, co-author, member of the developing team, etc. The Client can request additional information on the mentioned document during the evaluation process);
- Ability to effectively communicate and write in English.

Preferred qualifications

- Experience working with teams on multi-disciplinary analytical work and similar assignments conducted by the World Bank, International Monetary Fund, United Nations Organizations and other donor financed projects;
- Good knowledge of the local context in Moldova;
- Previous experience in the implementation of activities related to the Government Services Modernization Agenda;
- Knowledge of Romanian and/or Russian.