

Modernization of Government Services Project (MGSP)



**Semestrial Progress Report Project year 3
Status as of December 31, 2020**

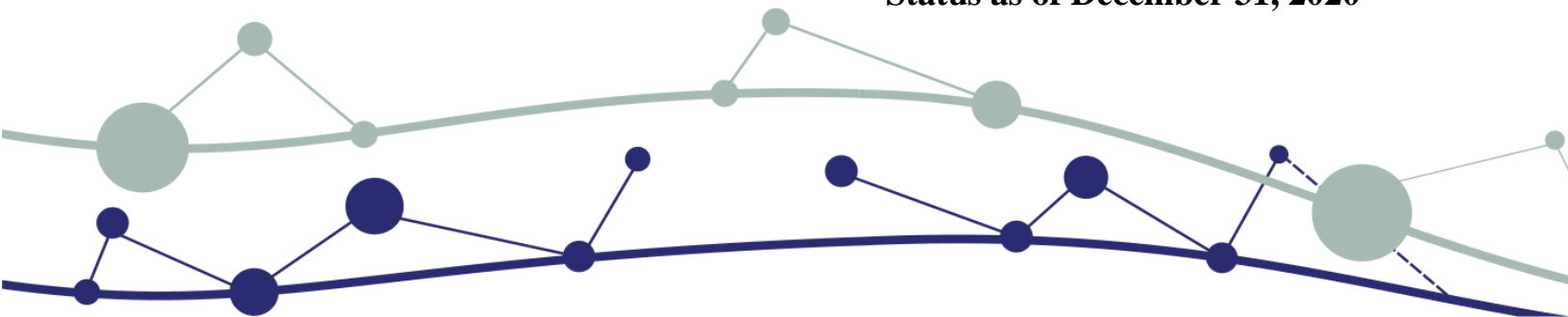


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EXECUTIVE SUMMARY

This consolidated Semestrial Progress Report on activities implemented under the “Modernization of Government Services” Project covers the period from *1 July to 31 December 2020*.

Significant evolution has been recorded in the implementation of the project overall in 2020, particularly in the second half of the year.

Component 1 focused on a) finalizing the process of reengineering for the first three selected services (first batch) and launch the digitization of these services; b) starting the reengineering for the 2nd batch of selected services; c) reviewing and approval of the Reengineering Methodology; d) completion and approval of the Change Management Methodology; e) the preparation for CUPS piloting; f) the organization of the Annual National Survey and the Exit Poll; g) ensuring communication and public information coverage about e-governance and public services modernization.

Component 2 intensively develops, deploys and configures new e-governance products and platforms based on Agile. The latter proves to be a rational and efficient tool for achieving same objectives in a leaner and more business-focused way as well as ensuring gradual budget absorption for relevant activities under Component 2 that ultimately, lead to overall MGSP budget disbursements. New M-products such as MPower, MNotify, MDelivery, Semantic Catalogue – the IS necessary for developing and stocking the semantic data for MConnect platform, Public Services Portal continued positive implementation in the reporting period.

Component 3 registers a range of already successfully completed activities. Important institutional frameworks meant to support the Service Providers in the process of adjustment to the new model of service delivery have been developed and approved by the State Chancellery, such as: Methodology on Capability Assessment of Service Providers and Capability Development Plan, Methodology on Performance Framework Development for Service Providers.

The dependency of Component 3 on the results of the activities implemented under Component 1 and 2, especially those related to reengineering and digitization is still valid. All critical aspects are addressed and the eGA approach on how to keep the control over them is described in the present report.

Component 4 fulfilled the activities planned for the reporting period. Financial management, M&E, procurement and HR actions have been completed as planned and agreed during MGSP progress missions.

Overall project implementation is on a positive track. Gradual completion of activities is ensured, corrective actions are inserted when and where are necessary.

COMPONENT 1: ADMINISTRATIVE SERVICE MODERNIZATION

General overview of the implementation status in the reporting period

Component 1 is a substantial project part in the MGSP design with fundamental activities inter-related with the other 2 project components. During the reporting period, Component 1 has registered important results, such as:

- The legal amendments to implement the TO-BE maps of the services **Determining disability and work capacity** and **Allowance for unemployed** approved; the process of approval of the legal amendments to implement the TO-BE map for **driving license** is in progress, with the draft legal package in the review stage at the State Chancellery.
- The **Methodology on reengineering public services**, the **Methodology on assessing the institutional capacities of service providers** and the **Methodology on the development, implementation, and assessment of the institutional performance of services providers and CUPS** were approved by the State Chancellery and submitted to all relevant service providers and other public authorities to be used in their activity.
- 34 representatives of Working Groups from NHSI, PSA, MHLSP, MFAEI and eGA have been trained in citizen-centric reengineering of public services.
- The reengineering process of selected services from the batch 2 (1st and 2nd NCPAR approvals) was launched: **85 public administrative services** selected in this batch **are currently undergoing a modernization process**.
- ICT Sector Legal Reform (**ICT Code**) is in progressive process of drafting, first draft undergoing review by EGA technical and legal teams.
- Launch of **piloting of 22 CUPS** is registering a significant progress, all the identified premises are in the process of preparation. Procurement for design, endowment and branding have been completed and the technical specifications for refurbishing works are being prepared. The technical specifications for the first region have been developed and are in the process of validation by eGA, after which the tender will be launched. The operational procedures for the services to be channeled via CUPS have been drafted, to be more specific: 6 cadastral services of the PSA, 11 services of NHSI are to be validated with the town halls.
- **The Exit Poll 2020 Report and Report on Annual National Survey 2020** on evaluation of the services' quality, accessibility and efficiency by customers/citizens was completed. The reports are displayed on eGA web site.
- **Awareness and informing general public about e-governance and public services modernization** through various platforms of social media, webpage posts and other means of communication is an ongoing process. **An extensive communication campaign on the occasion of the 10th anniversary of the eGA** was organized where the services, products and platforms of the eGA were promoted together with those achieved due to MGSP.

Re-engineering of selected services – Batch 1



Activity description

The aim of this activity is to re-engineer the first 3 selected services (Batch 1) from a total of at least 21 services envisaged in the Project, 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 and the quality of the modernized service.

Activity status – COMPLETED

Most of the deliverables targeted under this activity and major results such as AS IS and TO BE Maps for the services that undergone the reengineering process were produced in the previous reporting period. However, the completion of the activity can be fully considered only after the approval of the adjusted normative framework that ensures the legal coverage for the modernized service. In the case of *driving license issuance* - the legal framework is about to be approved, but the official circuit is not completed yet.

Achieved results

In the previous reporting periods:

- **Public services simplified through legal analysis and the new design developed;**
- **Appropriate tools, documents, programs, methods and other requirements that are necessary to support the implementation of the new model of the re-engineered public services, developed and approved;**
- **The new model of each of the public services re-engineered piloted in real-life scenarios and real customer data.**
- **The new model rolled out into production at the organizational level per the Action Plan, approved.**
- **Adjustments to the legal framework for the implementation of TO BE Maps in the case of Determination of the disability and work capacity and Issuance of Unemployment Allowance, approved.**

In the current reporting period:

- **Digitization contracts that represent the transition between reengineering and digitization, have been signed with National House of Social Insurance, National Agency for Employment, Public Service Agency, National Council for Determination of Disability and Labor Capacity, Ministry of Health and Social Protection and Ministry of Education, Culture and Research.**
- **Legal amendments to implement the TO BE maps for driving license is in the process of being approved.**

Re-engineering of selected services - Batch 2



Activity description

The aim of this activity is the reengineering of the next list of selected services approved by the **National Council of Public Administration Reform (NCPAR)** from the stage of AS-IS mapping, TO-BE mapping, all the way to the adjustment of the legal framework, piloting of the new model of service delivery and evaluating efficiency gains.

On **February 28, 2019** The **National Council of Public Administration Reform (NCPAR)** approved a list of 37 services to be included in Batch 2 of reengineering.

Later, on July 3, 2020, based on **The National Council of Public Administration Reform (NCPAR)** decision, this list was supplemented with another 48 public services provided by National House of Social Insurance (NHSI). Currently, Batch 2 of reengineering contains (after the 1st and the 2nd NCPAR approvals) 85 services selected for modernization.

Activity status – ONGOING

During the reporting period AS IS maps for 37 the services (grouped in 7 sets) have been developed and approved:

1. **Registration of marriage (PSA)**
2. **Registration of divorce (PSA)**
3. **Granting retirement pensions for different categories of beneficiaries (NHSI)**
4. **Issuance of the duplicates for civil status certificates, with or without changes**
5. **Registration of Death**
6. **Birth registration and granting social benefits for childbirth and childcare**
7. **Establishment, reorganization, suspension or resumption of activities of legal entities**

Concepts of two TO-BE maps for the services "Birth registration" and "Death registration" were developed and presented to the institutions on 27 November, 2020. Currently they are in the process of examination by the Service Providers.

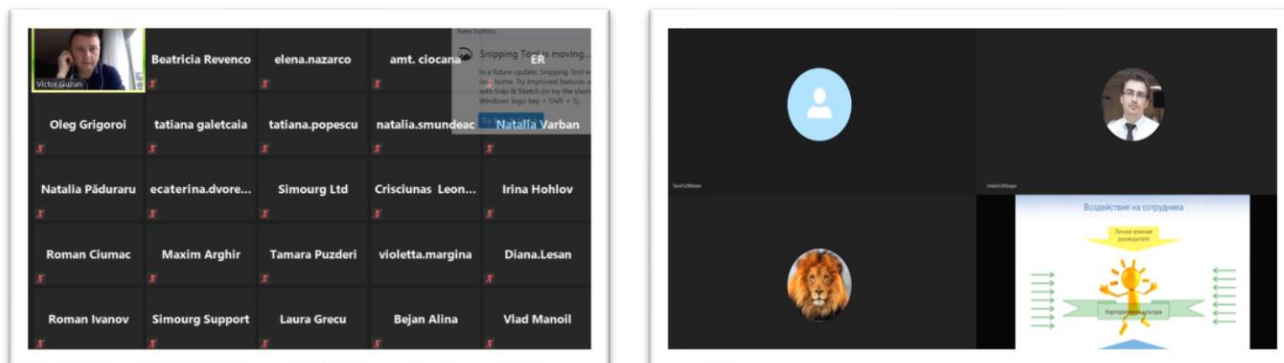
The re-engineering process of Batch 2 - 48 services provided by the National House of Social Insurance (NHSI) started in October 2020 and is expected to be finalized in April 2021. Previously established deadline was extended because of COVID-19 restrictions that limit and impact the timely interactions with the Service Providers.

NHSI 48 services are grouped in 5 sets: Certificates, Compensation and Aids, State Allocations, Allowances, Pensions.

At the time of reporting, the AS-IS Map for **Granting social allowances** (8 services) and **Issuance of Social Insurance-related Certificates** (9 services) were approved by the Service Provider.

Other 3 AS-IS maps for the public services: Granting pensions, other than retirement pensions (11 services), Granting social indemnities (9 services) and Granting social compensations and aids (10 services) and 1 connected service have been developed and submitted to the Service Provider for approval.

A 2-day online training on Reengineering of public services was conducted on October 20 and 23, 2020 for 34 members of the working groups - of which 20 women – representatives of the NHSI, PSA, MHLSP, MFAEI and eGA.



NB: Following the approval of the Nomenclature of Administrative Public Services in 2020, some of the services from the list of the public services selected for reengineering (37 public services, batch 2) were either considered as subservices and have been excluded or migrated to the list of NHSI services (also batch 2) as they are provided by this institution. Accordingly, the lists were completed with other services, so that the number did not change: 85 public services, batch 2.

Achieved results

In the previous reporting periods:

- **AS-IS Maps on 4 out of 7 groups of services developed (Issuance of duplicates of civil status certificates, with or without amendments and its relevant sub-services; Granting the age pension for various categories of beneficiaries and its relevant sub-services; Marriage registration and its relevant sub-services; Divorce registration and its relevant sub-services)**
- **Capacities of the Service Providers in Business Process Reengineering (BPR) enhanced.**

In the current reporting period:

- **AS-IS Maps of 54 out of 85 public services from the batch 2 developed and approved by the service providers; AS-IS Maps of 29 public services have been developed and submitted to the Service Provider for approval. The remaining 2 other public services have never been provided as separate service and therefore they will directly be part of TO-BE Maps.**
- **The concepts of the first two TO-BE Maps on Birth registration (7 public services) and Death registration (5 public services) were developed, presented to the institutions and submitted to them for review.**
- **Capacities of the Service Providers in Business Process Reengineering (BPR) enhanced.**

Inventory and horizontal review of central public services



Activity description

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. The scope is to review and consolidate the inventory of public services and compile a final list of priority public services that will be subject to modernization.

Inventory of the public services (as per Core Public Service Vocabulary Application Profile) comprises a list of the public services identified, accompanied by the passport service and categorized per improved classification.

Activity status – COMPLETED

The deliverables targeted under this activity and major results such as the draft Nomenclator of Administrative Public Services, the draft services passports, and the identified life events were produced in the previous reporting period. As result of Horizontal Review, it is planned to initiate the institutionalization of the 6 life events out of the determined 16.

The New Nomenclator of Administrative Public Services and their associated life events was approved based on Government Decision nr.670/2020 as of September 03, 2020

https://www.legis.md/cautare/getResults?doc_id=123053&lang=ro .

The eGA Legal Department was the author of the draft normative framework for the Nomenclator.

In connection with the Nomenclator of Administrative Public Services and their associated life events, the eGA drafted a Government Decision clarifying the institutional arrangements on ownership, maintenance and operation of an electronic **State Registry of administrative public services**. It is expected to be approved by the end of April 2021.

It was settled up that Working Groups with Service Providers' membership responsible for different administrative services will serve as inter-agency framework for life events implementation.

Achieved results

In the previous reporting periods:

- **Public services listed for optimization, merging or elimination, determined;**
- **Methodology for unifying and describing public service passports, based on Common Public Service Vocabulary, developed;**
- **Legal adjustments, recommended;**
- **5 social- and gender-sensitive life scenarios identified.**

In the current reporting period:

- **Legal framework for the Nomenclator of the administrative public services approved.**
- **6 life events out of 18, in process of being institutionalized.**

Critical aspects/ issues of Subcomponent 1.1

The critical aspects signalized during the previous reporting period may continue to affect the project progress. Most of these aspects are influenced by COVID pandemic that, unfortunately, is far from its end. There are important issues that affect the implementation of activities under this Subcomponent and create dependencies with risk of lagging the timely fulfillment of envisaged project results. Such issues are listed as following:

- Difficulties in collaborating with some service providers in the re-engineering process. Providers of selected services are the main stakeholders in the re-engineering and digitization processes and must have ownership over service delivery modernization, through their active participation in redesigning the entire chain of administrative service provision (including digitization). Thus, obtaining a reply to a request for data, or review of a report may take around one month.
- Given the complexity of the first two TO BE Maps on registration of Birth and Death (the reengineered services represent an electronic chain mainly between three public institutions and some others that lack data).
- The pandemic situation caused by COVID-19 affected the reengineering of services selected for Batch 2. AS-IS maps were submitted 3 months later than planned. Consequently, TO-BE maps started to be produced with considerable delays which emerged the amendment (already the 2nd one) of the contract with the Company.
- The COVID pandemic affected timely implementation of other activities related to the reengineering of Batch 2. There have been difficulties to carry out the customer perception data collection and interviews with the customers. This led to several revisions of the data collection methodology for consumer perception.
- The pandemic situation caused by COVID-19 slows down the decision-making and implementation generally, and the modernization program, in particular.
- The general political volatility, including turnover of highest political positions, which may hinder or delay necessary high-level policy decisions affecting the Project;
- The lack of a fully functional Cabinet of Ministers and functional parliamentary majority can impede approval of necessary legal and normative framework, required for implementation of TO-BE models being developed, including issuance of drivers licenses from the 1st batch;

SUBCOMPONENT 1.2: REFORM MANAGEMENT AND COORDINATION

Change Management Framework



Activity description

This activity aims for 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.

Activity status – COMPLETED

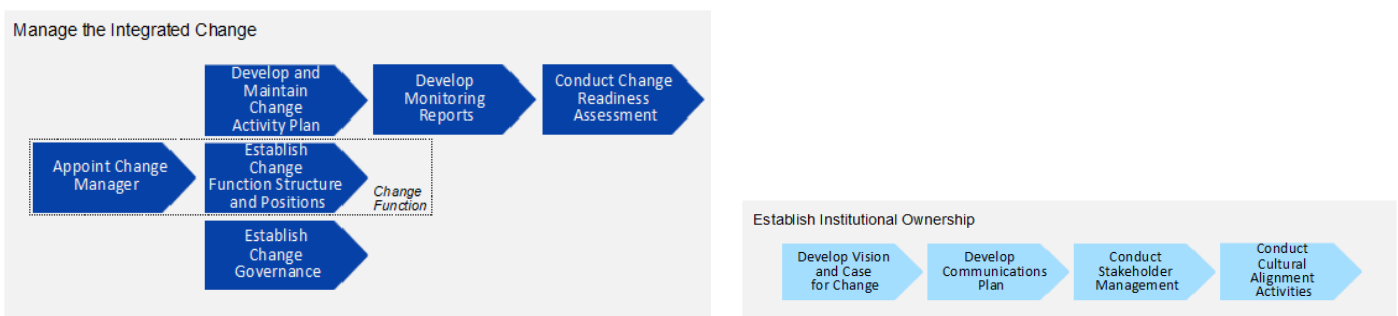
The activity started in April 2020 and has been successfully finalized in December 2020, concluding with the approved **Change Management Framework**.

The Change Management Framework was approved on December 22, 2020 by the State Chancellery of the Republic of Moldova.

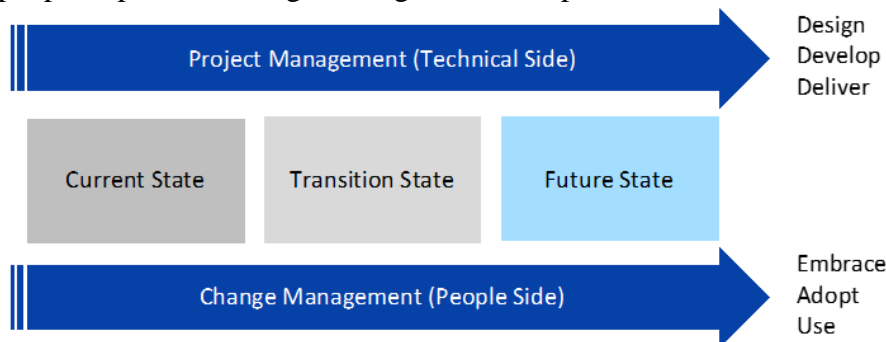
The Change Management Framework consists of two sections:

- **“Consolidated change management”**, which describes the mechanisms to plan, manage and report on the achievement of institutional change to ensure the support of stakeholders for change;
- **“Assuming change”** (creating ownership of change), which describes concrete activities such as planning, communication activities, stakeholder management and cultural alignment, which aims to strengthen commitment to change and develop the capacity of staff and the institution to adopt change.

The content of Methodology on Change Management is shown in the following figure:

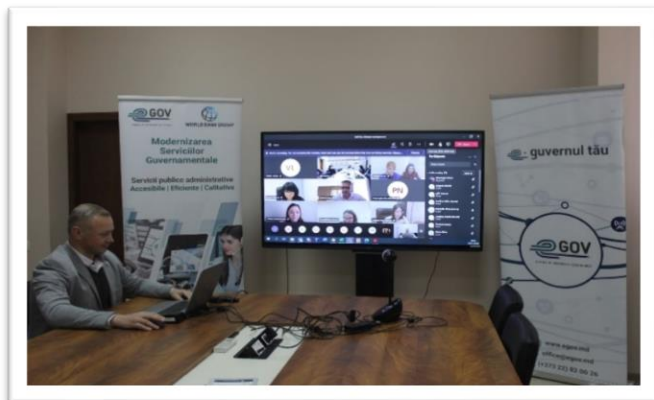


Organizational change requires alignment between the technical aspects of project management and the people aspects of change management as depicted below:



In the period **November 25-27, 2020 a training course in the field of change management took place.** The training was organized online and brought together about 35 participants, representatives of PSA, NHSI and the State Chancellery and the Electronic Government Agency. The training aimed to provide the necessary tools to service providers involved in the process of modernization of public services and management of change processes within the institution, as a result of modernization of services provided. The main actors targeted by the methodology are leaders, managers and staff of the institutions directly involved in the change process and related to this, as well as external stakeholders that interact with the institution in which the change is to be achieved.

Media news: [e-Government Agency](#)



Important to note: The Change Management framework will start being implemented by the Service Providers who participated in the reengineering and digitization of the first 3 selected services once the delivery of the modernized services will enter the piloting phase – autumn 2021. In mid-2021 the Service Providers will get prepared by appointing the Change Managers and developing the Change Actions Plan.

Achieved results:

In the previous reporting period:

- **The draft of the Change Management Framework has been developed and revised by eGA.**
- **Training curricula and training materials for the course on change management were submitted.**

In the current reporting period:

- **Change Management Framework approved**
- **Capacities of the representatives of PSA, NHSI and State Chancellery in adopting and using the Change Management Framework, enhanced**

ICT Sector Legal Reform (ICT Code)



Activity description

This is a new activity inserted under sub-component 1.2. following an earlier (2019) approval of the World Bank. It emerges from the imperative need for the adjustment of the relevant ICT legal framework for a proper modernization of government services through the intensive use of e-Governance IT infrastructure. The ICT Code targets to:

- Eliminate frequent inconsistencies in the current legislation in the sector;
- It will offer the necessary legal support for the impersonation of the public service delivery through CUPS.
- Replace existing outdated regulations on software development with the new software development methodology elaborated under MGSP;
- Consolidate the processes related to cyber security;
- Ensure sustainability of IT reforms and initiatives with the involvement of private sector and academia.

Activity status – ONGOING

The first version of the Public Sector Information Technology Code Digital Code was developed mid-June 2020 by local contracted legal experts. Several rounds of internal consultations on the draft version took place. The consultants are currently finalizing the initial version of the draft Code, which will be sent to the Ministry of Economy and Infrastructure.

Achieved results

In the previous reporting period:

- The first version of the Digital Code is in the process of drafting after a series of meetings with eGA, Ministry of Economy and Infrastructure, IT SEC, Public Service Agency.

In the current reporting period:

- The first version of the Digital Code developed.

Critical aspects/ issues of Subcomponent 1.2

None

SUBCOMPONENT 1.3:

EXPANDING ACCESS POINTS FOR CENTRAL GOVERNMENT e-SERVICES

CUPS Piloting



**CENTRUL UNIFICAT
DE PRESTARE A SERVICIILOR**

Activity description

The aim of this activity is to prepare piloting of CUPS in selected local public administrations - 17 locations, including:

- Design functional, efficient, and attractive CUPS within selected locations⁴;
- Develop detailed drawings and specification for required construction works and furniture for each location⁵;
- Supervise and perform quality assurance for the third-party companies performing construction works and installation of furniture and other equipment, as needed.

During previous reporting period eGA has conducted a feasibility study for outsourcing the front-office segment of service provisions. As target institutions for outsourcing, the local public administration (**LPA**) has been deemed as the most appropriate from the point of view of legal framework readiness, infrastructure, capabilities and geographical coverage. Due to high number of citizens which are abroad, **Moldovan diplomatic missions and consular offices (MDOC)** have been deemed a feasible complementary option to the local public administration.

The CUPS are envisaged to be complementary to the Multifunctional Service Centers (MSC) under the Public Services Agency (PSA) and to improve the accessibility of services in rural areas, being located in the LPAs. The functional model of CUPS would be integrated with MSCs.

Activity status – ONGOING

The main idea of the CUPS is to provide citizens, who are not familiar with ICTs or could not afford to work with computers due to various reasons, an opportunity to receive government e-services and enjoy other options that the e-government projects offer online, through the special centers that are directly connected with the government-based servers and databases.

In line with the decision of the National Council of Public Administration Reform (NCPAR) from July 3, 2020 preparation stage of piloting of 22 CUPS (17 LPAs and 5 consular offices) started.

The draft Government Decision on piloting CUPS was developed and submitted to the State Chancellery for approval. The eGA drafted the standard collaboration agreement for the establishment of CUPS, which was sent to the institutions and stakeholders for consultation.

The list of administrative services to be tested through CUPS was approved by NCPAR and includes 24 public services: 13 services provided by PSA and 11 by NHSI. Operational procedures for 11 public services of NHSI have the drafts already developed and are currently being validated with the Service Providers and LPA representatives (mayors and future CUPS specialists).

The company responsible for CUPS design and the supervision of the related refurbishment works was selected and contracted. The designers visited each CUPS location from 17 selected LPAs and proposed a generic design for CUPS facilities.

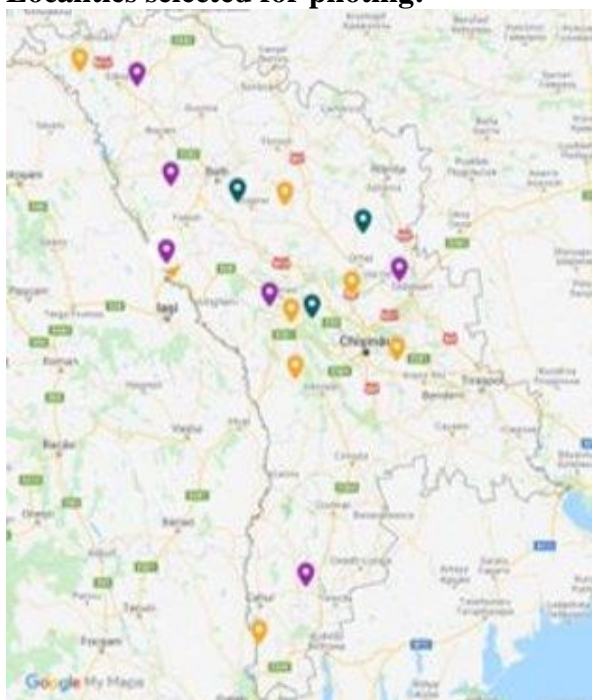
A sample of CUPS concept:



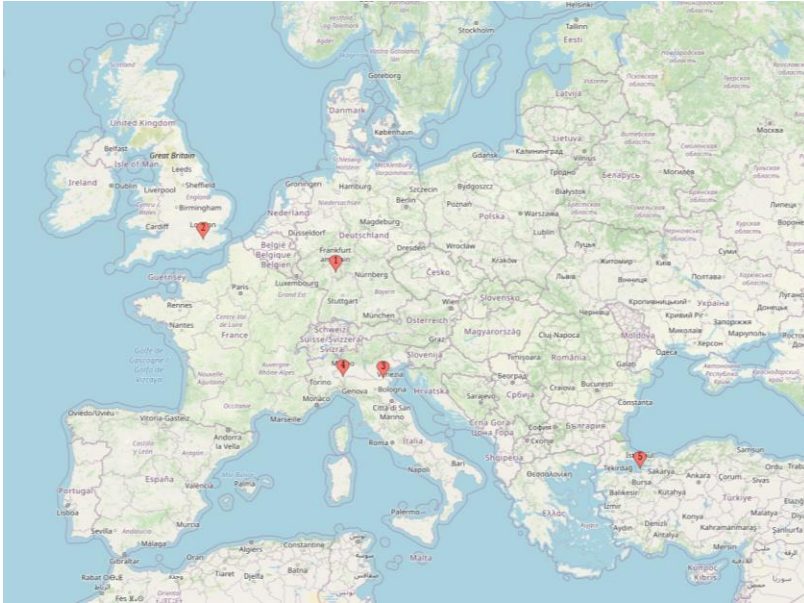
Development of the capacity-building plan for LPAs, to train staff on the use of e-platforms, e-service delivery and provision of assistance to citizens, is in progress.

To be noted, in the **Feasibility Study** on the **Universal Service Delivery Centers (CUPS)** the cost model for the outsourcing of services was elaborated based on the analysis of 12 LPAs (which agreed to participate in the research). In the final stage, that has been conducted by the MGSP CUPS Manager, only 6 out of 12 localities assessed in the Feasibility Study agreed to participate in CUPS piloting (Panasesti, Corjeuti, Persecina, Lozova, Pepeni and Sculeni). The other new 11 localities that are currently making up the final list for CUPS piloting have been included based on LPAs openness and will to participate and get involved in the process and have been selected following the same selection criteria, taking into account the administrative and institutional capacity of the community.

Localities selected for piloting:



1. Albota de Sus, r. Taraclia
2. Biliceni Vechi, r. Sîngerei
3. Chiperceni, r. Orhei
4. Colibași, r. Cahul
5. Corjeuți, r. Briceni
6. Holercani, r. Dubăsari
7. Pelinia, r. Drochia
8. Limbenii Noi, r. Glodeni
9. Lozova, r. Strășeni
10. Mereni, r. Anenii Noi
11. Parcova, r. Edineț
12. Pânășești, r. Strășeni
13. Pepeni, r. Sîngerei
14. Persecina, r. Orhei
15. Pîrjolteni, r. Călărași
16. Sculeni, r. Ungheni
17. Taxobeni, r. Fălești



- 18. Embassy of RM in **Great Britain**
- 19. General Consular Office of RM in **Frankfurt**
- 20. General Consular Office of RM in **Milano**
- 21. General Consular Office of RM in **Padova**
- 22. General Consular Office of RM in **Istanbul**

Templates of CUPS AS IS versus TO BE:

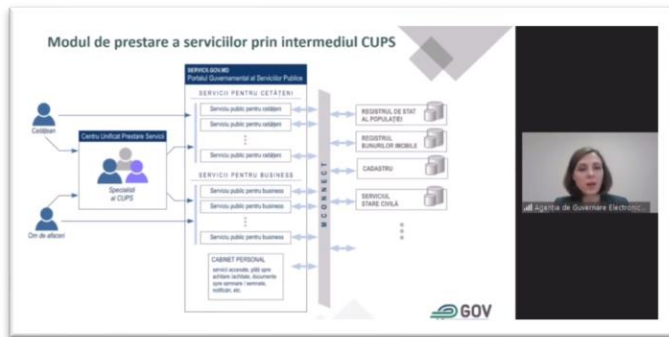
Pănășești village



Lozova village



An online event has been organized by eGA`s team on December 15, 2020 to inform the large public on the opportunities and benefits of CUPS. This event was part of the Communication Campaign dedicated to the eGA 10th anniversary.



Achieved results:

In the current reporting period:

- **17 CUPS established at the level of town halls by Decisions of the Local Councils. CUPS Specialist salary costs included in the 2021 budget;**
- **Candidates to work as CUPS Specialists identified for more than half of the piloting LPAs;**
- **The draft Government Decision on CUPS piloting developed and submitted to the State Chancellery for approval;**
- **The draft Collaboration Agreement to initiate CUPS piloting developed and sent for consultation.**
- **The identity elements of CUPS developed.**
- **The general design of the CUPS offices developed and coordinated with LPA I.**

Critical aspects/ issues of Subcomponent 1.3

- Due to existing political situation in the absence of full mandate of the Government, the legal framework for the CUPS piloting is under the risk of delayed approval.
- Because of the poor condition of the LPAs buildings assigned for CUPS, the design works took longer than planned.
- The costs for CUPS piloting might be higher than those declared for NCPAR. If the difference is considerable, it might emerge the necessity to reapprove the costs for piloting at the highest level in the Government.
- Because of the poor conditions of the LPAs buildings assigned for CUPS, it might be more expensive to refurbish the assigned facilities that will house CUPS to ensure they provide a consistent look and better conditions for citizens.

SUBCOMPONENT 1.4: CITIZEN FEEDBACK AND OUTREACH

Annual National Survey on e-Governance and Services Modernization and Exit Research on Selected Services' Customer Satisfaction



Activity description

The main goal of the survey 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 expected 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).

The activity consists of two complex assignments:

Assignment 1:

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

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 7 services)

Activity status – Assignment 1- **COMPLETED for 2019 and 2020**, Assignment 2 – **COMPLETED for 2020**

During the current reporting period the **Annual National Survey 2020 on e-Governance and Services Modernization** (Assignment 1) was performed and the analytical report is available on eGA website in three languages (Romanian, English and Russian) on the following link: [e-Government Agency](#)
The analytical report on **Exit Poll 2020** (Assignment 2) is available on the following link: [e-Government Agency](#).

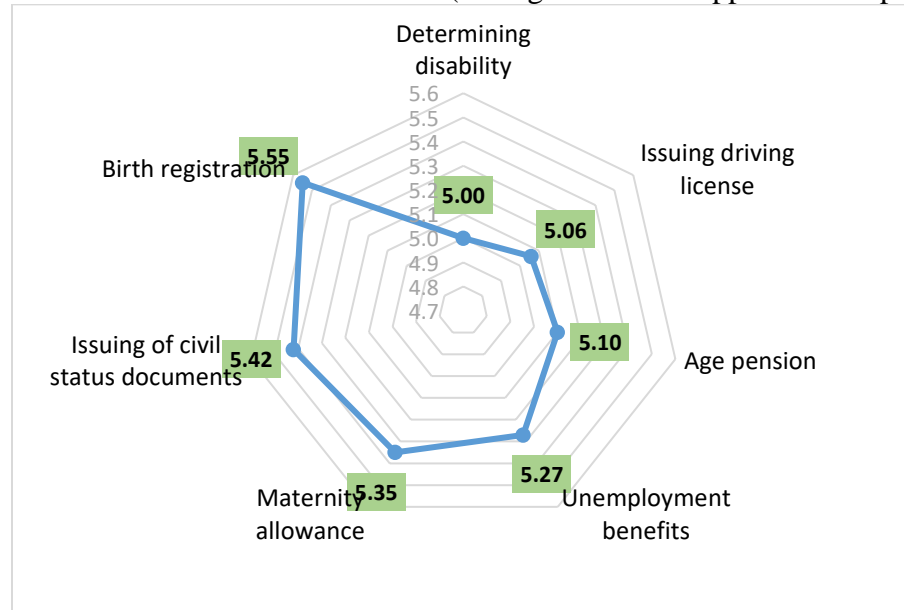
The Exit Poll survey 2020 was conducted on a sample of 2577 people. The research collected the baseline value for objective indicator 3 from the Results Framework for the project year 2 and measures the level of satisfaction with the quality of services received and the accessibility of the services referred to.

Two methods of data collection were used – *computer assisted telephone interview* (CATI) and *computer assisted personal interview* (CAPI). The most conclusive data revealed by the Exit Poll are:

- Most of the respondents benefiting from the 7 public services selected for modernization expressed satisfaction with the quality of their provision: 48,3% gave the highest grade; others 27,3% gave the grade 5. Cumulatively the indicator reaches the level of 75,6%.
- The average score on 13 measurable aspects is 5 or more points on a scale from 1 to 6. At the same time, the lowest average received the service determination of disability (5.00) and the issuance of a driving license (5.06).

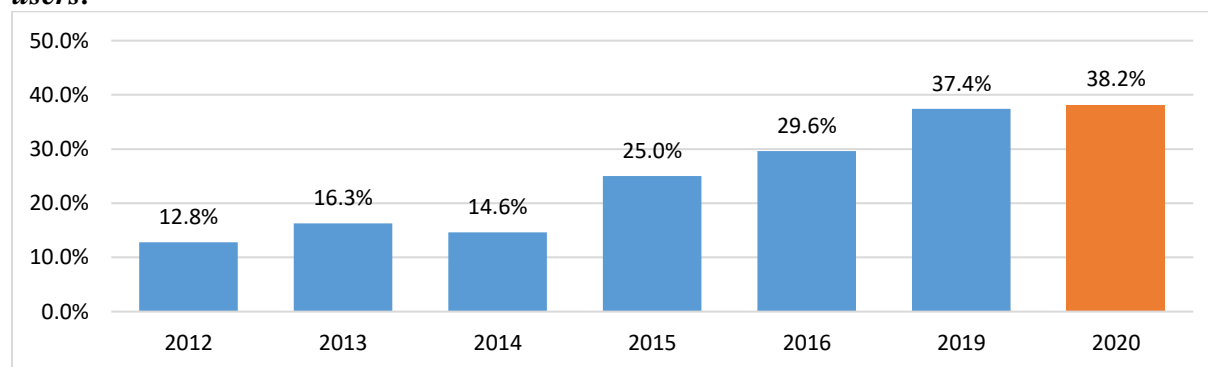
- Determining the disability and issuing the driving license compared to other aspects of quality get lower scores in terms of waiting time, speed of service delivery and the attitude of officials.

Cumulative level of satisfaction (average for the 13 appreciated aspects)



One of the most positive aspects revealed by the Report is the increased uptake of use of e-services among the population since 2016 until 2020. ¹

Accessing electronic public services during the last 12 months (from the total number of public service users):



The Report also concludes the need for CUPS that is hoped to be of real support for citizens with lower e-literacy to access e-services at the local level.

- 37,3% of citizens indicated that they felt capable of accessing online service independently, without the help of another person. However, 36% said they might need some support, and 22,4% that they would rather delegate the process of accessing an e-service to another person.

¹ The study captures and provides data on modernized public administrative services and public e-services developed and digitized during the period of 2012-2020, as a result of both the Public Service Modernization Reform and the implementation of the e-Government Transformation Project. Starting with 2019, there are also included (gradually) the electronic public services selected for modernization within the Modernization of Government Services Project (2018-2023).

The Report indicates a higher level of satisfaction if the service has been accessed online, especially for the services accessed via the Public Services Portal

- the share of respondents satisfied with the accessed electronic public services during the last 12 months is 86.7% and has substantially increased by almost 10 percentages compared with 2019 (cumulative / combined between the 2 access routes), if compared

About 4% of the citizens who accessed the public services had to express complaints or come up with suggestions on how the service was provided. Every second respondent is satisfied with the response of the service provider and the speed of the response.

The National Annual Survey performed at the end of 2020, calculated the value of the PDO indicator (Share of people who have accessed e-services in the past 12 months) – 32% for the Project year 2. This result satisfies the value of the expected target.

PDO Statement: To improve the access, efficiency, and quality of selected Government administrative service									
Project Development Objective Indicators		Baseline	Target Year 1	Actual Year1	Target Year 2	Actual Year2	Target Year 3	Target Year 4	End Target
Share of people who have accessed e-services in the past 12 months	general	24%	27%	27.9%	32%	32%	37%	43%	50%
	% women	49.5%	49.5%	61.4%	49.5%	53.6%	49.5%	49.5%	49.5%
	low-income categories (bottom 40%)	6%	6%	18.4%	10%	14,0%	15%	20%	25%
Share of citizens satisfied with the quality of selected public services:	general		58.8%		61%	baseline 75.6%	63%	66%	70%
	% women		46.5%		46.5%	65.2%	47.5%	48.5%	49.5%
	low-income categories (bottom 40%)		30%		30%	36.9%	33%	35%	40%
Share of citizens satisfied with the quality of responsiveness to their feedback by providers of government administrative services						baseline 49,4%	10%	15%	20%

All findings of the National Annual Survey 2020 will be integrated into the public awareness and advocacy campaign with relevant messages properly designed to respond to the citizens’ concerns.

Achieved results:

In the previous reporting period:

- the Analytical Report on National Annual Survey 2019 issued (February 2020)

Analytical report is available on eGA’s website: <https://egov.md/en/resources/polls/national-annual-survey-2019perception-assimilation-and-support-population-e>

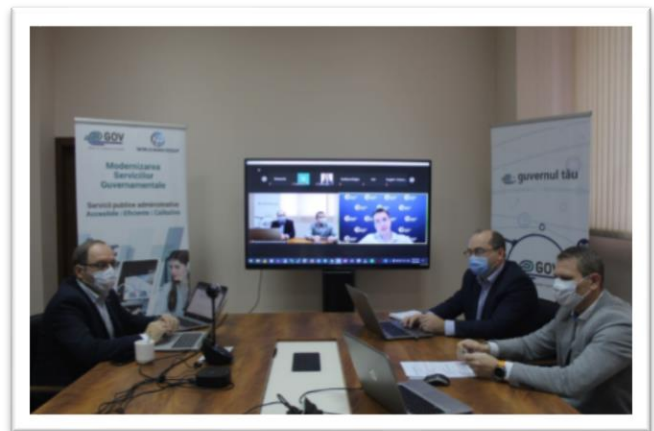
In the current reporting period:

- Analytical Report on National Annual Survey 2020 produced.
- Analytical Report on Exit Poll 2019 developed



The image of the eGA in terms of e-government development was significantly improved during this period of time due to the promotion of team members during the campaign. The progress on impact on social media could be easily tracked. Promoting through social networks is not only a powerful tool in developing new channels of communication with public but is also an instrument to maintain and improve a media image in a cost-efficient manner. eGA has convincingly demonstrated that it is capable of breaking new ground and building effective partnerships and expanding them.





For the first time, a new communication tool was used - *the dissemination of information through influencers*. The open media transmission of the online conference sessions through the national and local journalistic communities reached wide range of public and allowed to analyze the most important public issues and topics, providing an additional instrument of public e-participation.

The overall number of uptake of e-services has risen since 2016 (about 10%) by the expansion of areas of communication with citizens and businesses sector. In addition to the launch of the e-services, eGA communication team began to provide video guides and instructions on how to use better the opportunities that the platforms are offering.

Below are presented some of the materials developed specially for the Campaign and extensively used while its duration and afterwards.

Examples of Promotion materials:





In what follows is some conclusive data about the promotion of eGA platforms, services and products on social media platforms:

Facebook

Increase of number of views and posts impact:

- Aggregated number of **social media posts** July 1– December 31 2020: **> 241 posts** (Facebook)
- Average increase of the interaction (viewing, accessing, appreciation, etc.) during the reporting period July-December- **739% (organic), 30.236% (paid)**
- Rating numbers per page: **11997**, an increase of **105%**
- During the reference period, it is noticed an increase of number of visitors of Facebook page among people aged 18 to 65 (the comparison period starts from October 2020 to - end of December 2020). The most loyal audience remains to be 25-44 years old.

LinkedIn

- It has been registered an increase of the interaction (viewing, accessing, appreciation, etc.) during the reporting period by 144%
- Average increase in impact during the reporting period - 341%
- Total number of posts during the reporting period - 186 posts

Twitter

- The monthly increase of the number of visitors of the page of the Electronic Government Agency on the social network Twitter is 20%

Achieved results:

In the previous reporting periods:

- **New eGA and M-products visual identity developed;**
- **Basic branded communication and promotion materials for eGA and MGSP produced;**
- **Brandbook, version 1.0 submitted.**

Logos elaborated in the previous reporting period:





In the current reporting period:

- Remaining M-products logos developed;
- "10 years of e-Government in Moldova" Campaign designed and implemented.

Logos elaborated during the reporting period:



Critical aspects/ issues of Subcomponent 1.4

- The revision of the methodology and targets for PDO indicator 3 on the "level of citizens' satisfaction with the quality of selected government administrative services", as well as revision of target values for Project years 3 and 4 remain a critical aspect.
- The preparation for the activity *Public Outreach and Advocacy Campaign* part of this subcomponent is delayed until mid 2021. It will be designed based on the revised Communication Strategy.

eGA approach to keep control over the critical issues and solve them:

- The eGA is going to discuss in detail the issue about the revision of the methodology and targets for PDO indicator 3 during the upcoming mid-term review mission of the World Bank.
- The eGA has completely rethought its resources in the communication area and based on its new institutional structure has settled up a completely new Public Relations and Communication Unit with 3 members in the staff. Following this new set-up, the eGA aims to have a contract signed with a communications company by the end of June 2021.

COMPONENT 2: DIGITAL PLATFORMS AND SERVICES

General overview of the implementation status in the reporting period

The obvious and foremost step was made in the implementation of **Component 2** by using the Agile approach, which implies an iterative and incremental method of management. Agile approach helps to deal with the most common project pitfalls (such as cost, schedule predictability and scope creep) in a more controlled manner. By reorganizing and re-envisioning the activities involved in custom software development, Agile achieves those same objectives in a leaner and more business-focused way.

During the reporting period two other Information Systems (IS) - MDelivery and Semantic Catalog are in advanced stage of development. several new products – MPower, MNotify and the Public Service Portal (Citizen`s Portal and Business Portal) finalized the development and configuration using Agile approach and were launched.

Particularly to note the following important achievements and results produced under Component 2 during this reporting period:

- Development of the digital solutions for the new models of service delivery for first three selected services for modernization started in November - December 2020;
- Trilateral contractual arrangements for digitization developed. The normative framework is approved by the Government;
- Quality Assurance, User Acceptance and Security testing of IT systems – the testing of the IT Systems is performing as planned;
- E-learning Platform installed, configured and tested. Ten modules already available on the platform, including four modules dedicated to cyber security;
- MPower – Electronic Authorization Registry – Minimum Viable Product (MVP) officially launched;
- MNotify – Electronic Notification Service – Minimum Viable Product (MVP) officially launched;
- Public Service Portal Minimum Viable Product (MVP) officially launched;
- MDelivery- Electronic Delivery Service- is being developed;
- A functional Semantic Catalog IS being developed;
- Upgrades to MPay platforms to allow reverse payments (G2C and G2B) are expected to launch in January 2021, when the National House of Social Insurance (NHSI) starts payments of pensions using the MPay platform.

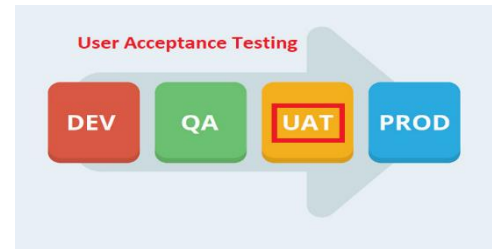
SUBCOMPONENT 2.1: DIGITAL SERVICES

Development of the Digitization Methodology

Activity POSTPONED

The full information about this particular activity was included in the Semestrial Progress Report issued on June 30, 2019 <https://www.egov.md/en/transparency/reports/annual-project-progress-report-modernization-government-services-moldova-mgsp>

Quality Assurance, User Acceptance and Security testing of IT systems developed during the project



Activity description

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

- Contributing to the development of the Public Service Digitization Methodology in quality and security areas;
- 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;
- Performing the quality and security reviews and tests of the developed applications, including performance and User Acceptance Test (UAT).

Activity status – ONGOING

The Planning of application security and quality assurance review was issued. During the reporting period QA, UA and Security testing for the first two Information Systems – MPay and MNotify have been performed.

Achieved results:

- QA, UA and Security testing for the first two Information Systems – MPay and MNotify – performed.

Digitization of reengineered services



Activity description

The main scope of this activity is to digitize reengineered Government services. Digitization will lead to a significant reduction in time, effort, and resources spent by citizens accessing Government services. A precondition for digitization is that only services that have previously been reengineered and have no roadblocks regarding approval of adjusted legal framework will be selected. This subcomponent will support development of methodology for administrative services digitization - at least 15 G2C and G2B services that have undergone reengineering.

The activity starts with the digitization of the first three selected services:

1. *Unemployment allowance;*
2. *Determining disability and work capacity;*
3. *Driving license issuance.*

Activity status – ONGOING

The digitization services of the IT components of the *unemployment allowance* service were purchased. The contracts for the development and installation of information systems for processing the unemployment benefit being signed on *October 5, 2020 with 2 entities National House for Social Insurance(NHSI) and National Agency for Employment (NAE)*. The digitization of this administrative service envisages 2 ISs:

- Supply and Installation of the Information System “Application for unemployment registration” for NAE
- Supply and Installation of the sub-System “Unemployment eFile subsystem for Unemployment Benefit Recipients for NHSI

The contract for the development and installation of information systems for *determining disability and work capacity* was signed on *November 3, 2020 with National Council of Determination of Disability and Work Capacity (NCDDWC)*. The digitization of this administrative service envisages 1 IS:

- Supply and Installation of the Information System “Determination of disability and work capacity

On December 15, 2020 the contract with Ministry of Health, Labour and Social Protection (MHLSP) was signed. The contract supposes development of new functionalities for 3 ISs:

- "Primary Health Care Management System "Information System
- "Hospital Management system" Information System
- Social Assistance Information System

The contract includes the necessary developments in digitization of public services: *determination of disability and work capacity* and *driving license issuance*.

The services for the development and installation of the information system for processing driving school graduation certificates in the context of *driving license issuance* (Register of driving training units and trainees) was signed on *December 3, 2020 by MECC*. The digitization of this administrative service envisages 1 IS:

- Supply and Installation of the Information System “Processing of Driving License Applications” This Information System will provide relevant information to the Ministry of Education, Culture and Research, the National Agency for Quality Assurance in Education and Research and all the people that want to obtain a driving license.

Achieved results:

In the reporting period:

- **5 Contracts signed (all of them cover 7 digitization processes)**
- **7 digitization processes started. All 7 cover the digitization needs for the first three selected services.**

Critical aspects/ issues of Subcomponent 2.1

- Digitization of the reengineered services started in October 2020, compared to its initial timeline – September 2019. The lag is created by the dependency on the finalization of the reengineering phase – a process that cannot be controlled by eGA as it implies the commitment and full participation of the Service Providers. This is one of the most critical aspects eGA continuously raises by signaling its considerable impact on the positive and timely implementation of the entire MGSP project.
- The procurement of the digitization of the second batch is pending, being considerably impacted by restrictions imposed by COVID-19 that have hindered physical interaction of the re-engineering company with the Service Providers which ultimately, delayed the afferent deliverables.

eGA approach to keep control over the critical issues and solve them:

- In order to expedite the implementation, once started, eGA agreed with the World Bank to do digitalization in parallel with the re-engineering process, where applicable, using Agile approach, that allows incremental development of system based on iterative sessions (sprints).
- The Agile software development for the digitization of the NHSI reengineered services is to be discussed with the Word Bank during the January 2021 mission.

SUBCOMPONENT 2.2 DIGITAL PLATFORMS

Design, development, configuration and deployment of the Electronic Authorization Registry Information System (MPower)



Activity description

The aim of this activity is to design, develop, configure, and deploy the MPower Information System. 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. This new Government product gives the possibility to verify the existence and validity of authorizations by interested parties, including public authorities of the Republic of Moldova.

Activity status – ONGOING

MPower is one of the new information systems developed based on Agile principle, adopted by eGA in the framework of MGSP implementation, particularly for a number of activities under Component 2, based on a common agreement with the World Bank.

The development of MPower started in January 2020 and during 6 months the minimum viable product (MVP) was already functional.

Link to the test environment: <https://mpower.staging.egov.md/#/ro/main>



Such speedy results were possible to obtain exclusively due to Agile implementation that allowed the development of the information system in the first 8 Sprints. As of today, the development continues with the supplementation of additional functionalities and now the team is working on the Sprint 14.

Currently, 5 types of powers of attorney are functional in IS MPower:

- Pick up of a criminal record certificate
- Pick up of a detailed criminal record
- Pick up of a criminal record certificate
- Pick up Express Courier items
- Pick up of simple (unregistered) postal items

MPower IS Concept and Regulation are in place since the previous reporting period. During semester one IS MPower will be registered as a fully functional eGA product at NCPDP.

MPower was officially launched during the 10-week Communication campaign dedicated to eGA 10th anniversary on November 24, 2020. This was a public event where eGA team presented the product and

demonstrated how to access the new government Electronic Authorization Registry as well as provided useful recommendations to future users.

Currently, 5 types of powers of attorney are functional in IS MPower:

- Pick up of a criminal record certificate
- Pick up of a detailed criminal record
- Pick up of a criminal record certificate
- Pick up Express Courier items
- Pick up of simple (unregistered) postal items

Link to the launch event: [Agentia de Guvernare Electronica \(egov.md\)](http://Agentia.de.Guvernare.Electronica.egov.md)



Achieved results:

In the previous reporting periods:

- **Minimum viable product (MVP) developed;**
- **Legal framework developed and approved.**

In the current reporting period:

- **MPower IS officially launched;**
- **MPower official registration to NCPDP started;**

Design, development, configuration and deployment of the MNotify Information System



Activity description

The objective of this activity is to design, develop, configure and deploy an upgraded version of the Electronic Notification Service (MNotify). The product is going to be a brand new fully fledged solution with significant upgrades in terms of technology and functionalities which will provide a reliable, flexible and efficient mechanism for notifying recipients, such as, individuals and legal entities using various notification channels (emails, text messages (SMS), push notifications, instant messaging etc.). The new version of MNotify will ensure the full compatibility and migration of existing integrations of client information systems.

Note: A very rough, initial version of MNotify was developed by eGA internally and used as unofficial prototype since 2013, having minimum functionalities capable of sending email notifications only. At that time, MNotify was integrated with circa twenty client information systems.

Activity status – ONGOING

MNotify is the second information system developed based on Agile principle, adopted by eGA in the framework of MGSP implementation, particularly for a number of activities under Component 2, based on a common agreement with the World Bank.

The development of MNotify started in January 2020 and during 6 months the minimum viable product (MVP) was already functional. At the time of writing the present report, another notification channel has been added to the features listed in the previous report, already having 4 notification channels:

- Email, Web Push, citizen portal, telegram and viber instant messages;

Such speedy results were possible to obtain exclusively due to Agile implementation that allowed the development of this information system in 14 Sprints (including setup Sprint). The development continues with the supplementation of additional functionalities- SMS channel of notification.

It is worth to be mentioned that MNotify will be integrated with the AIS "Personal Taxpayer's Office" - a system that allows automatic connection to electronic tax services, NHSI and PSA. At the same time, MNotify migrated to the ACCES CPAS service from the National Social Insurance House.

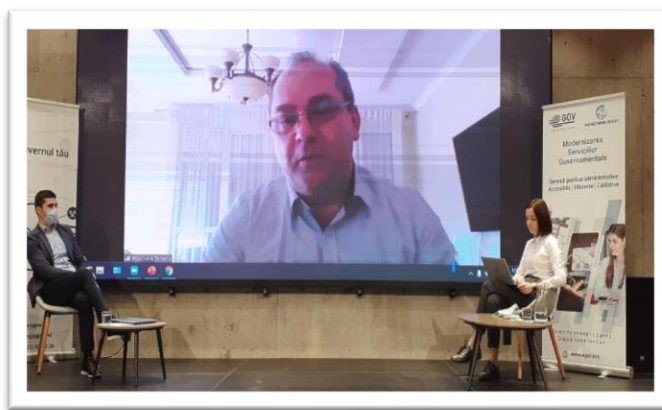
The following ISs are integrated with MNotify today:

- MPass
- MPay
- MPower
- MCabinet

MNotify MVP successfully passed the quality assurance and user acceptance testing ensured by an externally contracted service (activity under sub-component 2.1.).

The main advantage of MNotify service for public institutions is that they can notify users through all possible channels accepted by users, faster than in the case of traditional paper notification. MNotify will generally eliminate the risk of late notification or loss and will prevent the disclosure of the recipients' personal data. For notification recipients, the most important advantage is the freedom to select the desired notification channel. Recipients can also choose the notification period and the language of communication.

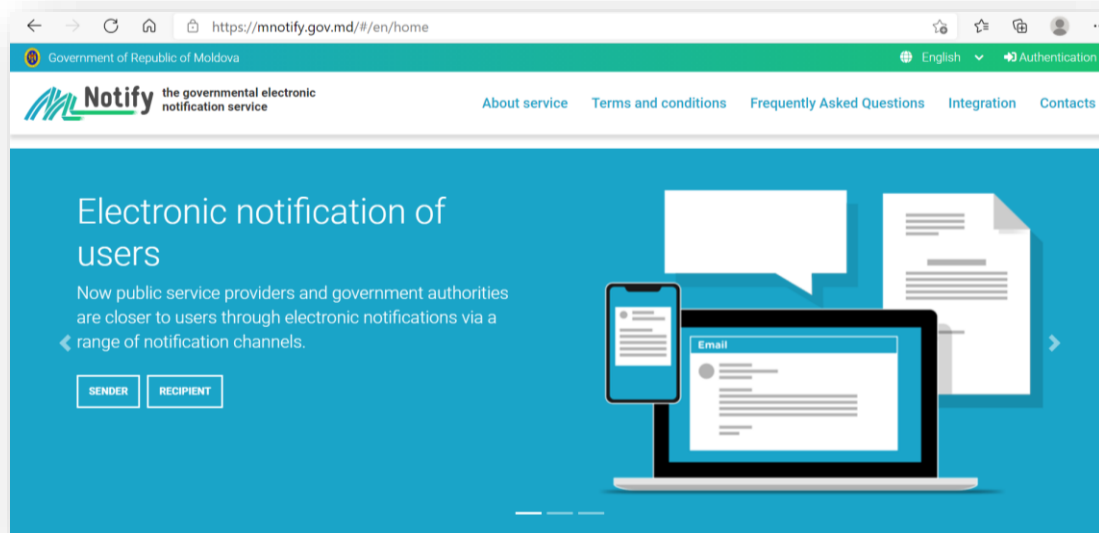
MNotify was officially launched during the 10-week Communication campaign dedicated to eGA 10th anniversary, on November 3, 2020.



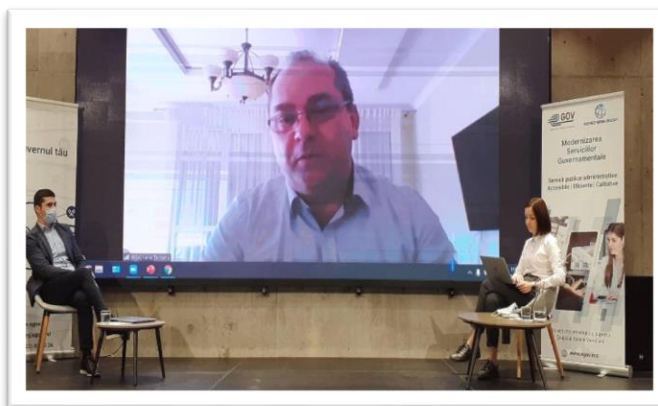
Media news: [Agenția de Guvernare Electronică \(egov.md\)](https://www.egov.md/)

From the launch of MNotify until the time of reporting, for about 3 months, *63,593 messages were successfully sent*. It should be mentioned that a notification can be transmitted through several channels, chosen by the beneficiary. *31,782 messages were sent by e-mail, 501 via webpush, 14 via viber, 31,450 through the citizen's portal 36 via the telegram channel*. Some of the messages have been doubled through different notification channels.

Link to the test environment: <https://mnotify.gov.md/#/ro/home>



MNotify Concept and Regulation are in place since the previous reporting. During semester I of 2021 IS MNotify will be registered as a fully functional eGA product at NCPDP.



Media news: [Agentia de Governare Electronica \(egov.md\)](http://Agentia de Governare Electronica (egov.md))

Achieved results

In the previous reporting period:

- Minimum viable product (MVP) developed;
- MVP successfully tested;
- Legal framework developed and approved.

In the current reporting period:

- MNotify IS officially launched;
- MNotify official registration to NCPDP started.

Design, development, configuration and deployment of the MDelivery Information System



Activity description

The scope of this activity is to design, develop, configure, and deploy the information system as a fully functional product with all functionalities in place.

MDelivery is planned to be a full-fledged solution to provide a reliable, flexible and efficient mechanism for delivery, using various delivery channels and options (same-day, next business day or other time, express, priority, international), parcel handling, sorting and tracking where the physical parcel is marked and labelled accordingly during delivery. MDelivery focuses only on shipment of non-hazardous, non-perishable, regular size and weight parcels thus avoiding dealing with constraints regarding special handling, storage conditions and personnel qualifications.

Activity status – ONGOING

MDelivery is the third information system developed based on Agile principle, adopted by eGA in the framework of MGSP implementation, particularly for a number of activities under Component 2, based on a common agreement with the World Bank.

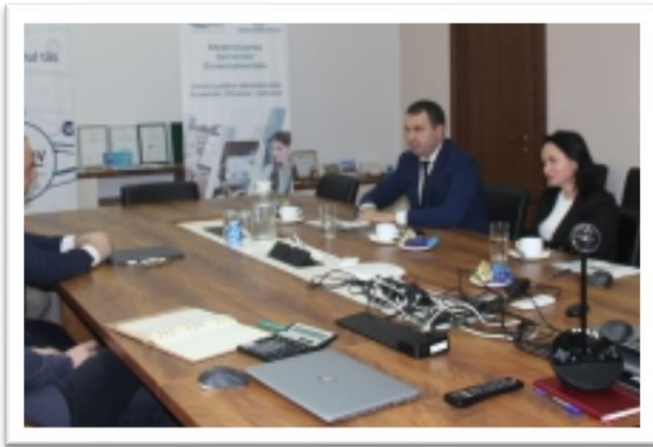
The development of MDelivery started in December 2020 and kick of meeting with the Company was organized. Several meeting with the most important stakeholders as Ministry of Internal Affairs (MIA) and Information Technology Service and Cyber Security (ITSCS) have also been organized regarding the basic flows and system perimeter. Discussions with Nova Posta, Posta Moldovei and Mentor Express, the representative of FedEx started.

MDelivery MVP is planned to be released in April 2021. General Roadmap for the development of the product is as it follows:



In parallel to technical development of the product, the eGA legal team together with MDelivery Product Manager are drafting the required legal framework.

In connection with the future use of MDelivery, a partnership agreement was signed between eGA and State Enterprise "Posta Moldovei" on October 28, 2020. Along with MDelivery, the partnership aims at promoting other government services such as: Single Invoice, Courier and digital mail service, e-Wallet, diversification of payment methods through the government payment service MPay and others.



Media news: [Agenția de Guvernare Electronică \(egov.md\)](http://www.egov.md)

Achieved results:

In the previous reporting period:

No results have been reported

In the current reporting period:

- MDelivery IS started its development;
- Legal framework is in the process of drafting;
- Main partnership with Poșta Moldovei signed.

Design, development, configuration and deployment of the Semantic Catalog Information System



Activity description

Launched in 2015, data exchange and interoperability platform MConnect became the key IT Solution that ensures the automated data exchange between IT Systems. The backbone of the interoperability platform MConnect is the Semantic Catalog – a key IT System for configuration and management of the inventory of data structure describing an entity, event, classifier, service, vocabulary, test data – called semantic assets and other data elements – called metadata.

The objective of this activity is to design, develop, configure and deploy the Information System “Semantic Catalog”. It will automate the semantic assets inventory processes and ensure access to semantic assets using IT mechanisms, by significantly boosting the continuous development and exploitation of the MConnect interoperability platform.

Activity status – ONGOING

The development follows Agile principles by allowing change and flexibility implementation. A fully functional Information System with all functionalities is about to finish its development and deployment, following the requirements. Compliant and documented source code (including third-party tools and libraries, licenses, where applicable and automation scripts) was delivered. Training session with public institutions, data owners is planned for the next reporting period. In parallel, the legal framework for operating the Semantic Catalog will be developed.

A public event dedicated to the presentation of the government data exchange and interoperability platform MConnect was organized on December 1, 2020 as part of the 10-week Communication campaign dedicated to eGA 10th anniversary. The presentation during the event also explained in depth how to organize the system, how to exchange data, and described the legal framework that allows access to data of public interest, the procedure of connection and data exchange. It was underlined that the pandemic situation impacted the increase of the number of requests for access and consumption of data, provided by the MConnect Interoperability Platform.



Achieved results

In the previous reporting period:

No results have been reported

In the current reporting period:

- Semantic Catalog IS is in an advanced stage of development;

*Design, development, configuration
and deployment of the new version of
the
Public Service Portal*



Activity description

To simplify access to public services, including electronic services provided by state agencies, in 2012, eGA developed and launched the Public Services Portal (servicii.gov.md), where visitors can find description of public services, list of required documents, opening times, costs and durations of issue, contact data 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 for services, where possible.

Since 2012, several legal and technology changes took place, as well as feature requests from users were received, adapting to which requires significant adjustments, rather a totally new approach towards Portals' architecture and user experience.

The present activity develops a new version of the Public Service Portal (PSP) that will bring essential 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 scenarios;
- improved information searching tools;
- chat bots.

Public Services Portal will also hosts 3 new products: **Citizens' Portal, Business Portal, and the Registry of Public Services.**

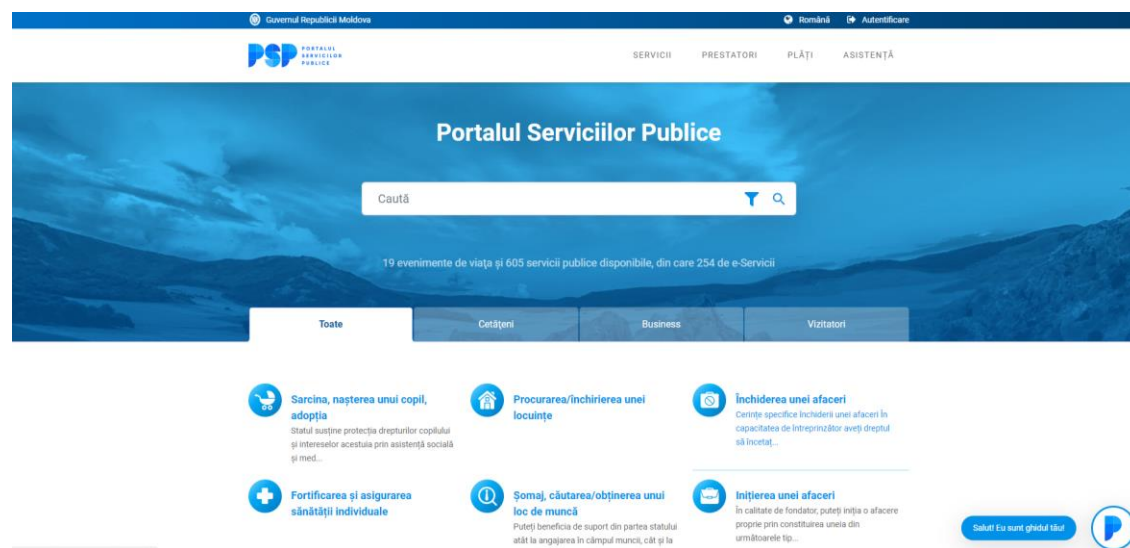
Activity status – ONGOING

Public Service Portal is the fifth information system developed following Agile principle, adopted by eGA in the framework of MGSP implementation, particularly for a number of activities under Component 2, based on a common agreement with the World Bank.

The development of Public Services Portal started in January 2020. MVP was launched, containing the following features:

- New portal design, responsive and mobile;
- Improved search engine based on new technologies;
- 710 public services out of which 255 e-services, 19 life events;
- identified life events;
- Service providers locations available on map.

Link to the test environment: <https://servicii.staging.egov.md>



Such quick wins were possible to obtain exclusively due to Agile implementation that allowed the development of the MVP in the first 6 Sprints. As of today, the development reached 20 Sprints and continues with the supplementation of additional functionalities.

The Citizens' Portal



**PORTALUL GUVERNAMENTAL
AL CETĂȚEANULUI**

The Citizens' Portal contains 11 blocks of data:

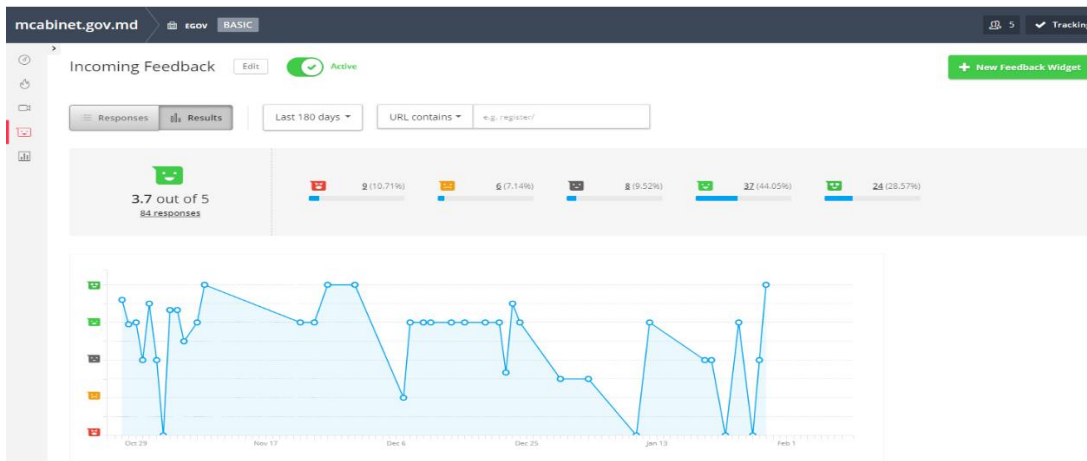
- **Documents held:** type of document, series, number, date of issue, place of issue, status of the document, expiry date, picture
- **Health:** contains information about the person's status as insured or not, as well as the number of the insurance policy. Also, information about the family doctor and the name of the medical institution where the person is registered can be accessed;
- **MPay payments:** reveals the list of payments that can be made through MPay, as well as the status of each payment transaction;
- **Social security, NHSI:** information on social security contributions, starting in 2000, which also includes information such as employer, period, remuneration, incapacity for work, basic contributions, individual contributions and other useful information provided by CNAS;
- **Fiscal situation:** information on the revenues reported to the State Fiscal Service since 2005, as well as the existence or not of the debts to the state budget;
- **Real estate:** information on the real estate owned, such as: cadastral number, area, method of use, but also other useful information provided by the Public Services Agency;
- **Vehicles in possession:** information on the transport units owned, as well as information on the technical overhaul and MTPL insurance;
- **Business:** information about the managed or founded companies, as well as if the name of the company includes debts to the state budget;
- **Contraventions:** the list of contraventions documented by the competent bodies, as well as information on the date of finding the violation committed, the date of documentation, the sanction applied, the status of the payment and other useful information;
- **History of access to personal data:** information on the legal entities that have accessed the personal data of the citizen, as well as the date of access and the legal basis;
- **Powers of attorney:** information on powers of attorney based on the electronic signature granted and other information relevant to this subject.

The official launch of Public Services Portal and Citizen`s Portal were held during the Communication Campaign dedicated to eGA 10th anniversary.



Media news: [Agentia de Guvernare Electronică \(egov.md\)](http://Agentia.de.Guvernare.Electronică(egov.md))

It is important to mention that a feedback mechanism for citizens was set up by eGA on the new version of the Public Services Portal that is currently undergoing a piloting stage. Below is presented a picture of feedback from citizen for MCabinet/ Citizen’s Portal:



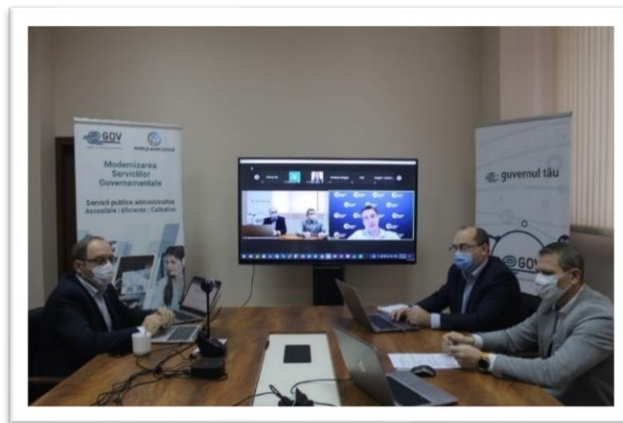
The Business Portal



**PORTALUL
GUVERNAMENTAL
AL ANTREPRENORULUI**

- The Business Portal** is an extension of the Government Citizen’s Portal/ MCabinet (mcabinet.gov.md). Today it contains 5 blocks of data and is part of the range of digital services for the business environment:
- General data about the company;
 - Real estate: information on real estate owned;
 - Power of attorney: information on power of attorney based on the electronic signature granted and other information relevant to this subject;
 - Permissive acts;
 - Vehicles in possession: information on the transport units owned, as well as information on the technical overhaul and insurance.

When completely developed, with the help of this portal, entrepreneurs will be able to apply easier to various public services, they will be notified about the progress in obtaining the requested services or information. Today, the portal allows access to all the necessary information from the contractor's office in a timely manner, thus avoiding travel to certain institutions and the obligation of physical presence to obtain the necessary documents to ensure legal activity. The rough version of the Business Portal was presented during an event organized on the platform of the Prime Minister's Economic Council that included a round of public consultations regarding the launch of the **Business Portal**.



Media link: [Agenția de Guvernare Electronică \(egov.md\)](http://egov.md)

The legal framework that allows the hosting of the Citizen's Portal and of the Business Portal on PSP is in place since the previous reporting. The draft Government Decision meant to approve the Concept of the **Information System "State Register of Public Services"** and the Regulation on the maintenance of the State Register of Public Services (Nr. 926 / CS / AGE / 2020), was developed by the eGA Legal Department and submitted to the State Chancellery. The approval of the afferent legal framework (Concept and Regulation) is expected in the next reporting period. The first approval has passed, the synthesis is prepared, the repeated approval follows.

Achieved results

In the previous reporting period:

- **Minimum viable product (MVP) developed;**
- **Afferent (Citizen's Portal, Business Portal) legal framework developed and approved.**

In the current reporting period:

- **PSP MVP officially launched;**
- **Citizen's Portal developed and officially launched;**
- **Business Portal rough version developed and presented for public consultations;**
- **Legal framework for IS "State Register of Public Services" drafted and submitted to the State Chancellery.**

Installation and configuration of an open-source e-learning platform and migration of content



Activity description

The activity targets 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. Video courses related to e-Governance, cyber security, IT management standards, procedures, and policies will be developed and disseminated through this e-learning platform.

Activity status – ONGOING

The platform has been developed based on Moodle Open Source Solution which eGA considers optimal in economic and financial terms and most relevant from the organizational point of view.

During the reporting period, **5 additional distance learning modules have been developed** on the e-Learning Platform:

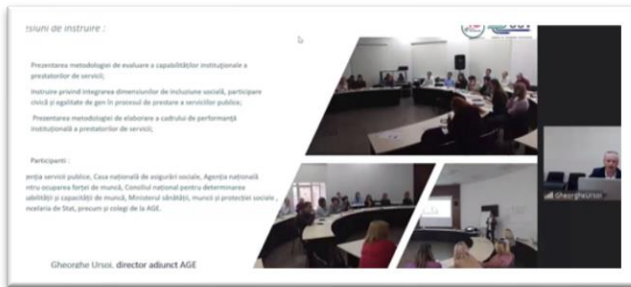
- **1 course on MNotify for integrators;**
- **4 courses on Cyber Security:**
 - Information Security for managers of public institutions
 - General security awareness
 - Information security for system administrators.
 - Information Security for Developers.

At the moment of reporting there are 17 courses available on the platform, 14 of them are developed by eGA, while the remaining 3 belong to other institutions. Around 300 users have already been registered on the platform. For more information about this tool, please follow the link: <https://elearning.gov.md/>



e-Learning Platform Concept and Regulation are in place since the previous reporting period.

On November 17, 2020 a live event was organized by the eGA team as part of the Communication Campaign dedicated to eGA 10th anniversary. The e-Learning platform was presented during this event. Currently, the platform is an efficient and reliable mechanism for training employees by creating, developing and making available online training resources, as well as providing employees with access to information for their professional development.



During the next period, the scope of this activity will be to polish/modernize the platform for a much more intuitive and user-friendly e-learning tool and population with new modules for both public, private, NGO and academia sectors.

Achieved results

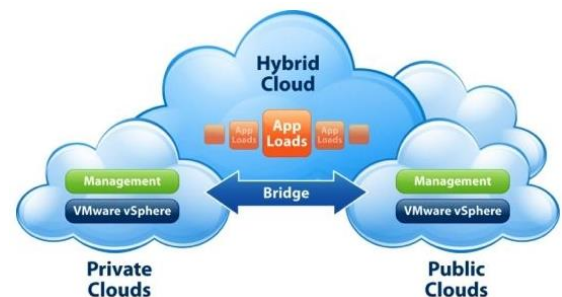
In the previous reporting periods:

- e-Learning platformed installed and configured;
- Legal framework developed and approved;
- 9 training modules developed by eGA and available on the platform.

In the current reporting period:

- 5 additional distance learning modules on topics related to e-transformation and cyber security, developed by eGA, finalized and uploaded on the platform.

Software licenses for MCloud hybridization



Activity COMPLETED in a different reporting period

The full information about this particular activity was included in the Semestrial Progress Report issued on June 31, 2020.

Critical aspects/ issues of Subcomponent 2.2

- The activity *Front Office Digitization (FoD)* is being delayed in its start because of the lack of an official approval of the FoD Concept at the level of the State Chancellery. The activity is planned to start by end of June 2021, compared to its revised period - October 2020, initially June 2020.

eGA approach to keep control over the critical issue and solve it:

- The eGA will develop FoD Technical Specifications, based on the existent FoD Concept to get ready for the launch of the procurement. Meanwhile, if necessary, it will provide additional information to the State Chancellery to support the approval of the FoD Concept.

SUBCOMPONENT 2.3: IT MANAGEMENT AND CYBER SECURITY

Training in cyber security, including development of the e-learning module



Activity description

Adoption of Cyber Security standards, policies and processes, requires revision of the standard approach to capacity building, used in the Government institutions, and introduce a new approach based on training via e-learning platforms, especially in the context of COVID-19 pandemics. The development and use of an e-learning security training modules with a set of video courses is 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 security awareness raising for public employees and targeted security trainings required for IT staff.

The objective of this activity is to develop 4 (four) Moodle e-learning modules for different 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 among central public authorities;
- Create a security culture across central public authorities and keep boosting their capacities in the area of cyber security.

Activity status – ONGOING

The activity is in full implementation, producing the envisaged deliverables – four modules dedicated to cyber security such as:

- 1.General Cyber Security training;
- 2.Cyber Security training for Managers;
- 3.Cyber Security training for System Administrators;
- 4.Cyber Security training for Developers.

Further modification of the courses dedicated to Cyber Security or development of new ones require the installation of 360 Articulate License. The contract was extended for 12 months to cover maintenance services and to purchase the necessary software.

Achieved results

In the previous reporting period:

- **The first 2 modules developed, tested and uploaded on the e-learning platform.**

In the current reporting period:

- **All 4 modules dedicated to Cyber Security developed, tested and uploaded on the e-learning platform;**
- Final Report submitted;
- Contract extended for maintenance services and for purchasing 360 Articulate License that permits modification/ development of new courses on Cyber Security;

- 360 Articulate License purchased and installed.

Developing standards and procedures related to cyber security for Government Private Cloud Computing Platform and IT Management of the Government IT Infrastructure



Activity description

To respond to security challenges which resulted from the implementation of a Government Private Cloud Platform, the MCloud Security Architecture document was developed and approved in 2014, under former “Government e-Transformation” Project. The document defines the security requirements to be implemented starting with the physical level up to the application – for different types of MCloud services - IaaS, PaaS, SaaS. In the past six years, MCloud went through diverse architectural and technological changes which require Platform revision and adjustment to the new realities.

This activity is expected to produce a series of MCloud operation controls documents, guidelines and trainings, as well as IT management and IT infrastructure procedures and standards to be used by central public authorities to manage and secure their IT infrastructure.

Activity status – ONGOING

During the reporting period 2 reports have been elaborated and accepted:

- **Gap analysis report Evaluation of the MCloud Security Architecture** – accepted in November 2020 by eGA team:

1Module: Strengthening government capability to ensure proper cyber security of the MCloud

The objective of this Gap Analysis was to evaluate the current architecture of MCloud in order to identify the current state of security requirements in relation to the best practices of information security applicable to cloud platforms.

As part of this module, the Omega Trust project team conducted extensive research to establish a reliable benchmark to be further used to develop the next version of MCloud’s detailed cybersecurity and operational controls.

- **Assessing the current state of processes and standards related to IT Management and infrastructure** – accepted in December, 2020 by eGA team.

2 Module: Preparing standards and procedures for IT management

The objective of this Gap Analysis was to evaluate the processes and standards implemented within government agencies, related to IT management, in order to identify their current status in relation to applicable IT management best practices.

As part of this module, the Consultant conducted extensive research to establish a reliable benchmark to be used further to develop the next version of the IT management processes and standards that will be implemented within government agencies.

The research is focused on various globally recognized standards, regulations, guidelines and other relevant best practices that determine the current state of IT management processes.

Achieved results

In the current reporting period:

- The first draft of cyber security requirements and controls for the MCloud platform developed.

Consulting services to develop cyber security strategy, action plan, standards and procedures related to mobile devices management in the Government



Activity description

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.

In the framework of this activity it will be designed and presented the strategy **framework, action plan, technical requirements, operational management procedures** and recommendations for **legal aspects** to secure mobile device connectivity across the Government

More specifically it is expected to:

1. Define a strategy for secure management of government information and data on mobile devices. The strategy should cover the implementation of the BYOD (Bring Your Own Devices concept by the government authorities.
2. Define the technical requirements (functional and non-functional) to be used in acquisition process of the mobile device management system to be implemented at government level. This should be provided as a cloud services to government authorities.
3. Define an action plan to implement a BYOD approach by the government agencies;
4. Define an action plan to implement a mobile device management system and to provide it as a cloud service;
5. Develop the framework regarding the mobile device operation management process and procedure;
6. Develop recommendations regarding required amendments to the legal framework for the public services on management of mobile devices;
7. Organize a workshop for up to 20 representatives of public service providers to present the results of the assignment, strategy, implementation plan, operation framework etc.

Activity status – ONGOING

Stages of Project implementation plan:



During the reporting period the 1st report on **Mobile device security framework** was delivered. The report focuses on the analysis of the current cyber ecosystem in the Republic of Moldova, the organizations considered as key stakeholders in the national cybersecurity governance structure and ecosystem in Moldova. The main challenges in Mobile Security and Connectivity revealed the key security challenges:

- The need for a comprehensive policy across the Government that balances the usability and security of remote connectivity.
- Lack of user/employee's awareness about related cyber risks without a clear separation between the private and business mode of operations.
- Using home/public unsecured networks to connect to sensitive government applications.
- Lack of visibility, controls, and management of mobile devices, applications, and unsecured network connectivity, which are outside the perimeter.
- Appropriate security controls are usually not implemented (two-factor authentication, cloud access monitoring, sensitive data management, secured VPN connectivity, etc.).

The report contains the recommendations for a secured mobile connectivity framework. The final report is expected to be delivered in April 2021.

Achieved results

In the current reporting period:

- **Concept of the proposed mobile device management strategy, which includes the overview of other government experience, high level risk analyses, developed;**
- **Draft Mobile Device Management Strategy developed;**
- **Action Plan for the implementation of the Mobile Device Management Strategy drafted.**

Critical aspects/ issues of Subcomponent 2.3

- The eGA Quality Assurance and Cyber Security Consultant, part of MGSP team, resigns starting with January 2021. Without a professional specialist in this area, eGA will encounter difficulties to continue timely management of the on-going contracts.

eGA approach to keep control over the critical issue and solve it:

- A part of the on-going contracts under this sub-component will be overviewed directly by the Chief Digitization Officer to make sure the envisaged actions and deliverables are produced;
- The existent ToR for the position of Quality Assurance and Cyber Security Specialist will be revised and the vacancy will be launched. Taking into account the difficulty to identify professional specialists in this area, head-hunting for this position will be strongly considered by the eGA.

COMPONENT 3: SERVICES DELIVERY MODEL IMPLEMENTATION

General overview of the implementation status in the reporting period

All activities under **Component 3** planned for implementation since its revised version (January 2019, Informative Note) until now started and some of them already completed. These are activities related to the development of a couple of methodologies, such as **Methodology on Capability Assessment of Service Providers and Capability Development Plan, Methodology on Performance Framework Development for Service Providers**.

Other activities, such as *Assistance to public services providers in capability and capacity building management, Training of CUPS and Service Providers Staff*, that are part of MGSP design for Component 3, will start when digitization of the first three selected services is close to completion and CUPS are prepared for piloting, since they are with direct relevance for the remaining activities.

SUBCOMPONENT 3.1: INSTITUTIONAL CAPABILITY DEVELOPMENT

Methodology on Capability Assessment of Service Providers and Capability Development Plan

Activity COMPLETED in a different reporting period

The full information about this particular activity was included in the Semestrial Progress Report issued on December 31, 2019 (<https://egov.md/en/transparency/reports/semestrial-project-progress-report-modernization-government-services-moldova>)

Critical aspects/ issues of Subcomponent 3.1

None

SUBCOMPONENT 3.3: ENHANCING PERFORMANCE IN SERVICE DELIVERY

Methodology on performance framework development, implementation and assessment for service providers involved in the process of reengineering of public services and CUPS



Activity COMPLETED in a different reporting period

The full information about this particular activity was included in the Semestrial Progress Report issued on June 30, 2020.

Critical aspects/ issues of Subcomponent 3.3

- The high dependency of the activities foreseen in this subcomponent on the results produced under Component 1 and 2, such as *Reengineering of Batch 1 and 2*, *CUPS piloting*, *Digitization of selected services*, still remains valid and affect the overall implementation timeline of Component 3. The approval of the adjustments made to the legal framework as a result of reengineering, the direct result of digitization and the establishment of CUPS are those important elements that pave the road for the start and successful implementation of the remaining activities under Component 3.
- In the process of implementation of Component 3 and taking into account its close co-relation, at times, even partial overlapping, with Component 1, especially for activities involving capacity and capability building, and training for service reengineering and CUPS - it becomes more and more evident that Component 3 has been overbudgeted and the reality of MGSP 2020, versus MGSP preparation 2016, requires either a rethinking of Component 3 or reallocation of the overestimated budget to components that require more financial resources, potentially Component 2.

eGA approach to keep control over the critical issues and solve them:

- Once CUPS locations enter into the preparation of piloting (start the refurbishment works, procurement of equipment, furniture, select CUPS operators), eGA will initiate the selection of a consultant for CUPS training;
- eGA has already initiated the dialogue with the WB on potential budget reallocation. The final decision is postponed until autumn 2021.

COMPONENT 4: PROJECT MANAGEMENT

General overview of the implementation status in the reporting period

Along with Component 1, 2 and 3 positive implementation records, Component 4 also fulfilled the activities planned for the reporting period. Both subcomponents (4.1 and 4.2) advance positively ensuring the necessary project management support for successful MGSP implementation.

Notably to report the completion of the following activities and agreements made with the World Bank from July to end of December, 2020:

Financial management

- MGSP Financial Audit Report submitted to the World Bank, State Chancellery and Ministry of Finance;
- MGSP Financial Audit Report published <https://www.egov.md/ro/transparency/reports/raport-audit-financiar-independent-proiectul-mgsp-perioada-01012019-31122019> and uploaded in Client Connections;

Procurement

- Trilateral contracts on services digitization developed, cleared with the World Bank and with the Service Providers;
- Procurement Plan continuously updated.

Note: There were no negative effects on the eGA team working agenda in the period of COVID-19 pandemic. Most of the members of the core team continued to work from home. PIU is mostly working being present in the office. All employees submit the agreed deliverables regularly. Required COVID-19 pandemic standards to protect health and prevent the expansion of pandemics in the office are respected.

Critical aspects/ issues of Subcomponent

- MGSP is in need to do the necessary changes in the methods and targets of a list of results indicators, therefore Project restructuring remains valid and will be proposed as one of the main subjects to be tackled during the upcoming WB monitoring mission.

Conclusions and recommendations relevant for reporting period

The second part of 2020 has positively tested principles of inter-agency communication and cooperation, confirming the potential of MGSP implementation.

During the reporting period, significant results were obtained within all components, such as: massive start of the reengineering of services from batch 2, the start of digitization of reengineered services from batch 1 and the launch of a series of digital platforms of national importance. The new products such as MPower, MNotify and the Public Service Portal (Citizen`s Portal and Business Portal) bring the Government services closer to the citizens needs and started to score positive feedback from their users. The Agile methodology of project implementation used during the development phase of these products demonstrated its suitability and efficiency.

The created dependencies between project components are difficult to overcome and still impact the timely implementation of the project. The process of service reengineering requires much more time than allocated according to the project design. Most of the Service Providers that participate in service reengineering need from 2 to 4 weeks to digest each sizable iteration during the issuance of AS-IS and TO-BE Maps. At times, such iterations grow in number up to 7-8 only for consulting and approving the TO-BE Maps, for example.

The pandemic situation caused by COVID-19 slows down the interactions with the Service Providers and the decision-making, in general. Often, it hinders physical interaction of the re-engineering company with the Service Providers that negatively impacts the issuance of essential deliverables in the process of reengineering and digitization.

The instability at the political level and recent resignation of the Prime Minister who strongly supported the MGSP and personally monitored its implementation might put on hold the agenda of government services modernization, in particular MGSP activities such as: the approval of the legal amendments issued as a result of reengineering, the digitization process, the development of the ICT Code.

The project resources have been used for accomplishing the objectives and targets as stated in the Project Appraisal Document. No major deviations detected. The budget disbursement was close to projections and for the first time since MGSP start it recorded a significant boost.

The subject of budget reallocation or a repeated mapping of activities designed during the appraisal solicit most attention for future implementation periods. The eGA proposes to reallocate a cumulative of aprox.15% of the existent budget under Component 1 and Component 3, to Component 2 for the purpose of extending the digitization of services. A decision in this sense is expected during 2021.