

# **Modernization of Government Services Project**

**Project ID No. P148537**

## **TERMS OF REFERENCE**

**for development of the design, detailed specifications for construction / refurbishment works and furniture, and supervision of works for establishment of pilot Unified Service Provision Centers (CUPS)**

### **I. BACKGROUND**

The Government of Moldova is determined to fundamentally change the way how public services are provided in Moldova through a variety of interventions for modernization of service delivery, which combat corruption, foster a customer care culture, enhance access, as well as increases efficiency in the Moldovan public administration.

Therefore, one of the main objectives of the Public Administration Reform Strategy for 2016-2020<sup>1</sup>, and Government's working program for years 2020-2023 is the modernization of public services.

Moldova has made considerable progress both in terms of public administration reform, exceeding indicators average of countries in Europe and Central Asia and countries with middle and low income, as well as the size of Government modernization that uses information and communication technology (ICT), the Government of creating a world-class ICT infrastructure that allows the development and supply of electronic services to the highest quality standards.

#### **Current situation in the sector**

Even though some progress has been made over the last decade, citizens still view corruption as a significant problem. While business process and e governance reform efforts have somewhat improved business services, such measures have not yet been applied to administrative services.

Businesses and citizens continue to face many constraints in the interaction with the state, one of the most important of which is corruption perceived by 40 percent of companies as a major impediment to business (according to the World Bank, EBRD Business Environment and Enterprise Performance Survey (2013)<sup>2</sup>. Institutional reforms aimed at reducing corruption are also at the forefront of the EU's requirements for Moldova's progress. The most important challenges ahead are strengthening the rule of law, reforms in public administration, including professionalism and anti-corruption efforts and improving competitiveness and the business environment.

Although the Government has launched the reform of public services in 2014-2016 and has committed to digitize and provide online access to all public services by 2020, lack of capacity and expertise to perform re-engineering and process optimization remains a problem that prevents achieving this. Also, there is room for rationalization to over 580 existing public services by withdrawing from use the obsolete services.

To meet these challenges, the Government, in accordance with the Public Administration Reform Strategy for the years 2016-2020 (especially the component "Modernization of Public Services") plans a major transformation exercise (qualitative and quantitative) of administrative public services, provided by central public administration authorities through: a) removing outdated public services

---

<sup>1</sup> [https://www.legis.md/cautare/getResults?doc\\_id=94394&lang=ro](https://www.legis.md/cautare/getResults?doc_id=94394&lang=ro)

<sup>2</sup> <https://www.beeps-ebd.com/reports/beeps-v/moldova/>

or merging several services in one; b) increasing access to local public services through various channels; c) reducing the number of documents required for public services, and the duration of performance; e) ensuring a high level of satisfaction with the quality of government service delivery.

The Government of Moldova has requested the assistance of the World Bank for a PAR operation, planned for 2018 - 2023 (Modernization of Government Services Project – MGSP). Major results of the operation include better quality, accessibility, and increased efficiency of selected governmental administrative services through the following components:

#### *1. Administrative Service Modernization*

The key activities under this component focus on re-engineering a group of government to citizen and government to business administrative services, piloting of one-stop-shops for public service delivery in selected locations and explore the possibility of rolling out at national level; increased awareness of citizens on public services and availability of e-services.

#### *2. Digital Platforms and Services*

The main objective of this component is to digitize selected re-engineered government services; complete and strengthen a common infrastructure and mechanisms for rapid deployment of ICT-enabled public services; introduce government wide IT Management and Cyber Security standards and procedures. It will finance the acquisition of additional shared computing infrastructure elements, digitization of services needed to deliver Government services electronically and development of IT Management and Cyber Security standards and procedures as well as learning management system to mainstream them within the government.

#### *3. Implementation of a Service Delivery Model*

The objective of this Component is to ensure that the institutional capabilities of key government agencies are aligned with and support the new model of public services delivery. Technical assistance will be provided to all institutions responsible for the delivery of public services re-engineered and digitized under MGSP, as well as partner entities participating in **Unified Public Services Centers** (CUPS) pilots. The Component will also address the capabilities of structural units in the government responsible for public services modernization reform management and coordination.

Under MGSP, the Government undertakes a multilayered reform that focuses on key administrative central government public services to reduce time and burden for citizens and businesses and improve service delivery quality, transparency and efficiency by using innovative solutions and ICT. Its key pillars are: i) modernization of the public services so that they are more accessible to any citizen and business; ii) service provision standardization, simplification through business process re-engineering and digitization, with a focus on on-line services; iii) citizen feedback and performance monitoring on service delivery for on-going improvement.

#### *4. Project Management*

This Component supports the Project Implementation Unit (PIU), based in the e-Governance Agency (eGA) and ensures the activity the core e-Governance Agency team.

### **CUPS<sup>3</sup> – bringing central government services closer to citizens**

---

<sup>3</sup> CUPS, abbreviated from Unified Service Provision Centers (Romanian term *Centre Unificate de Prestări Servicii*) is a concept of omni-channel strategy of public service provision through one-stop-shops, whereby access to public services will be provided, on one side, online (via the portal of public services [servicii.gov.md](http://servicii.gov.md)) and, on other side, by locally-deployed service centers.

In order to bring government services closer to the citizens, the e-Governance Agency (eGA) has conducted a feasibility study for outsourcing the front-office segment of service provisions (this includes but is not limited to receiving applications for services and delivering the results of the service). 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 concept includes existing Multifunctional Centers operated by Public Services Agency, however, formally, they will not be included in the piloting.

The National Council for Public Administration Reform has approved the public policy proposal on CUPS and has tasked the eGovernance Agency to pilot the CUPS concept in 22 locations (a mix of 17 LPAs and 5 MDOCs). It is expected that the piloting process will take about 12 months. In case the legal, technical and economic feasibility of CUPS will be demonstrated during the piloting period, an additional number of at least 58 CUPS will be rolled out throughout the country and in diplomatic missions.

## **II. OBJECTIVES OF THE ASSIGNMENT**

e-Governance Agency seeks qualified consulting services to be provided by a Consulting Firm, hereinafter called the Consultant, to prepare piloting of CUPS in selected local public administrations - 17 locations, including:

- Design functional, efficient, and attractive CUPS within selected locations<sup>4</sup>;
- Develop detailed drawings and specification for required construction works and furniture for each location<sup>5</sup>;
- Supervise and perform quality assurance for the third-party companies performing construction works and installation of furniture and other equipment, as needed.

## **III. SCOPE OF WORK**

The Consultant will undertake the tasks aimed to enable CUPS piloting as detailed below:

### **Task 1: Develop general CUPS design concept**

*Main activities:*

- Get a good understanding of the CUPS concept:
  - o Review CUPS-related documents (relevant sections of MGSP Project, CUPS concept and feasibility study, piloting analysis report and underlying data regarding customer-service areas, number of customer-facing employees, photos of the locations etc.),
  - o Analyze selected CUPS locations (17 locations). To provide an overview of the geographical spread, annex 1 contains a long list of 29 locations from which the final list of 17 locations will be selected;
- (optional, but highly recommended) Review similar practices of local service provision centers both from public and private sectors;

---

<sup>4</sup> The refurbishment of existing facilities that will house CUPS will provide a consistent look and better conditions for citizens, excluding any building remodeling or roof replacement.

<sup>5</sup> The works would be minor indoor activities, would not involve remodeling of the building or replacement of its roof, and will generate only minor impacts which can be easily mitigated by applying good construction practices.

- Develop a narrative-descriptive and 3D model CUPS design concept that is both inclusive of the selected locations, relevant to the citizens and local authorities and scalable at national level, that should take into account:
  - o Entrance into the building (town hall),
  - o Customer waiting spaces,
  - o Information/self-service areas,
  - o Service provision areas.

The CUPS surface can vary between 28 and 60sqm (the service area, excepting waiting spaces), rectangular shape, each has 1-3 windows and 1 door. In each office can work 1-3 specialists and there must be space(corner) for the applicant.

The design concept shall ensure that special focus is paid to ensure safety of the citizens and public servants in the context of COVID-19 pandemics.

The design concept should be built upon existing visual identity elements developed by the e-Governance Agency.

*Duration:* 3 weeks after contract effectiveness;

*Deliverables:* CUPS design concept.

***The Client shall review and provide comments in 10 working days.***

## ***Task 2: Develop detailed construction drawings and specifications***

*Main activities:*

- Based on the analysis of selected CUPS locations, develop the design of the space plan, sections, façade for each location, including but not limited to lighting, sockets (electrical and communications), furniture and equipment layouts (including HVAC), finishes and materials to be used etc. The plan should be designed to maximize the use of available space, be functional, inclusive and efficient from a public service provision point of view.
- Develop detailed drawings (shop drawings and details in appropriate scale) with technical specifications for each location including Bill of Quantities (for all works).  
The drawings should include elements such as physical distance measures (to ensure safety of CUPS workers and beneficiaries during COVID19), fire safety measures, disabled persons accessibility measures (e.g. ramp for strollers, stair support bars, accessible interior sills, tables and information boards at the height of people in a wheelchair, etc.), environmental and social considerations (e.g. prevention of dust and noise, avoiding usage of lead containing paints, provision of protective equipment for workers, adequate management of construction waste etc.) in accordance with the national legislation and international practices.
- Estimate the cost of the works, materials, fixtures, furniture etc.
- Project coordination (technical documentation coordination and facilitating LPAs to obtain required permits and initiation of works), at all stages of development with state control bodies, local authorities and utility providers, if necessary.
- Assist eGA to develop the Tender Documents which will include the Technical Specifications and Bill of Quantities for the construction company to perform required works as per the construction drawings and specifications;
- Assist eGA to develop the Tender Documents for procurement of furniture and equipment (if needed), which will include the Technical Specifications& for the furniture company to

manufacture the required furniture and other design elements as per the design plan and construction drawings and specifications;

*Duration:* 6 weeks from the acceptance of CUPS design concept.

*Deliverables:*

- Space plan designs for each location.
- Detailed drawings and specifications for each location.
- Cost estimations for works, materials, fixtures, furniture etc.
- Technical Specifications & Bill of Quantities for all works.
- Technical Specifications for the furniture and equipment to be purchased.

***The Client shall review and provide comments in 15 working days.***

### **Task 3: Supervise and perform quality assurance of third-party supplier contracts**

*Main activities:*

- Provide inputs to the evaluation committee in the evaluation of the technical offers for works and furniture.
- Present an activity plan for the organization and implementation of the repair works of the offices, indicating the field visits for supervision, deadlines for each type of works, etc.
- Supervise the performance of the construction and furniture companies and ensure they deliver according to the agreed specifications and schedule, as well as ensure that they respect necessary environment and social measures.
- Organize up to 60 monitoring field visits to supervise the works.
- Submit weekly progress reports with details on the works performed by the third-party contractor/supplier, any deviations to the implementation schedules, risks foreseen, mitigations. The reports should include pictures and/or video sequences attesting the progress made the third-party contractor/supplier or the deviations that occurred.

*Duration:* 12 weeks from the start of the evaluation process;

*Deliverables:*

- Evaluation note;
- Supervision report.

## **VI. DURATION OF THE ASSIGNMENT**

The proposed assignment is expected to start in October 2020 and the contract signed for 6 months. The contract could be extended subject to extension of CUPS at national level, Consultant's satisfactory performance, and same fee rates.

## **VII. REPORTING ARRANGEMENTS**

The consultant will report to the CUPS Manager, who is the responsible person for CUPS piloting. All reports will be provided electronically in Romanian language and include:

- **Inception Report.** This shall be a detailed working plan with all assignment milestones for all assignment period. Additionally the report shall clearly define the methodology of the contract; propose of modifications if any to the proposed work plan for the provision of each activity, area of expertise and list of deliverables; identify the local personnel required and any possible commitments required from the beneficiary etc. The report will list and comment on any developments (legal, institutional, other activities etc.) that have taken place since these TORs agreed between parties and which might have an impact on assignment design and relevance of

activities to be developed under it. It shall be based on the consultant's original technical proposal, updated to take account of the additional information available to the consultant in the inception period of the assignment. This report has to be presented within **1 (one) week** after contract effectiveness.

- **1<sup>st</sup> Progress Report.** This shall be a report covering Task 1 as indicated in section III Scope of Work, Task 1 and be presented within **4 (four) weeks** after contract effectiveness.
- **2<sup>nd</sup> Progress Report.** This shall be a report covering Task 2 as indicated in section III Scope of Work, Task 2 and be presented within **7 (seven) weeks** from the acceptance of CUPS design concept.
- **Interim weekly reports,** with details on the works performed by the third-party contractor/supplier, any deviations to the implementation schedules, risks foreseen.
- **3<sup>rd</sup> Progress Report.** This shall be a report covering Task 3 as indicated in section III Scope of Work, Task 3 and be presented within 1 week from the finalization of renovation works performed by third-party contractors.

#### **IV. QUALIFICATION REQUIREMENTS**

- The company shall be a legally registered entity with a large proportion of the current portfolio corresponding to assignment-related services, including design works;
- Minimum 5 years activity in the area;
- Experience as main contractor in providing design and civil works supervision services for at least 3 similar projects, during the last three years (at least one of these projects must be completed and signed handover documentation provided). The Consulting Firm shall also submit examples of design documentation previously developed by experts currently hired by the Firm, and/or designed and completed similar tasks and similar gross areas for particular tasks (approximately in total 680sqm for 17 CUPS, about 40sqm for one office).
- Experience in working with international organizations would be an asset;

#### **V. KEY EXPERTS**

The company must have staff qualified in performing the design and supervision of civil works. The qualification of the staff should be proved by related documentation.

Key experts have a crucial role in implementing the contract. These terms of reference contain the required key experts' profiles. The Consultant shall submit CVs and Statements of Exclusivity and Availability for the following key experts:

- Key Expert 1: Project coordinator
- Key Expert 2: Designer
- Key Expert 3: Chief Engineer

Besides key experts, the Consultant should ensure involvement of experienced non-key experts for other activities such as electrical, HVAC, water and sewage design

##### **Key expert 1: Project coordinator**

The project coordinator will ensure overall coordination of CUPS design and construction and be responsible for Project(s) coordination (including technical documentation coordination and

facilitating LPAs to obtain permits and initiation of works), at all stages of development with state control bodies, local authorities and utility providers, if necessary.

### **Qualifications and skills**

- University degree or equivalent in the field of required area such as Architecture and urbanism, construction and civil engineering;
- Minimum 5 years of experience in the field of construction design, including at least 2 years of specific experience in designing of social and public interest buildings/objects;
- Excellent understanding of the local construction requirements;
- Experience in working within international financed projects would be an asset;
- Ability to effectively communicate and write in Romanian and Russian. Knowledge of English is an advantage.

### **Key expert 2: Designer**

The Designer is the main expert for developing of the detailed design and technical specifications for (works & equipment) and Bill of Quantities (for works) and will provide support to eGA for developing the tender documents and proposals evaluation. Elaboration of the execution project will be on the main Designer's responsibility.

### **Qualifications and skills**

- University degree or equivalent in the field of required area such as construction and civil engineering;
- Minimum 8 years of experience in the field of construction design and works supervision;
- Minimum 5 years of specific experience in design and construction of social and public interest buildings/objects;
- Excellent understanding of the local construction requirements;
- Relevant Certifications as required in the Republic of Moldova;
- Experience in working within international financed projects would be an asset;
- Ability to effectively communicate and write in Romanian and Russian. Knowledge of English is an advantage.

### **Key expert 3: Chief Engineer**

The Chief Engineer is the main expert who will assess all locations included in the project and provide support for developing of the detailed design and technical specifications for (works & equipment) and Bill of Quantities (for works) and will provide support to eGA for developing the tender documents and proposals evaluation. Also, the Chief Engineer will be responsible for works contract supervision and supervision of the equipment installation and provide assistance to eGA for CUPS taking over.

### **Qualifications and skills**

- University degree or equivalent in the field of required area such as construction and civil engineering.
- Relevant certifications as required in the Republic of Moldova.
- Minimum 7 years of experience in the field of construction and works supervision.
- Experience in developing technical documentation, including Bill of Quantities for the procurement of works.
- Excellent understanding of the local legislation in the construction field.
- Experience in working within international financed projects would be an asset.
- Ability to effectively communicate and write in Romanian and Russian. Knowledge of English is an advantage.