

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

**TERMS OF REFERENCE
FOR ADMINISTRATOR OF GOVERNMENT e-PAYMENT GATEWAY**

I. Background

The Government of Moldova is determined to fundamentally change the way how public services are provided in Moldova through a variety of interventions for modernization of service delivery, which combat corruption, foster a customer care culture, enhance access, as well as increases efficiency in the Moldovan public administration. From 2006 to 2013, Moldova modernized its civil service legislation and administrative processes under the Central Public Administration Reform (CPAR), supported by the World Bank's administered CPAR Multi-Donor Trust Fund. In July 2016, the Government of Moldova has approved the Public Administration Reform Strategy for 2016-2020¹, that keeps the modernization of public services delivery process among its main objectives. This fact reconfirms Government's determination in the modernization of the administrative service delivery system by improving access to these services through various channels, their efficiency, reduction of unnecessary administrative burdens and cost of services for both beneficiaries and service providers, ensuring a stable level of quality of administrative services.

To achieve the stated objectives, the Government requested the World Bank's assistance for a PAR operation, that became effective in June 2018, called Modernization of Government Services Project (hereafter *MGSP* or *the Project*).

The design of the project takes into account the Government of Moldova's vision, stated in the Public Administration Reform Strategy 2016-2020 and makes extensive use of institutional and technological achievements of Governance e-Transformation Project (GeT) implemented by the Government of Moldova and World Bank in the period between November 2011- December 2016. The project aims to achieve improvements in access, efficiency and quality of delivery of selected administrative services through the following components:

1. Administrative Service Modernization

The key activities under this component focus on re-engineering a group of government to citizen and government to business administrative services; piloting of one-stop-shops for public service delivery in selected locations and rolling out at national level; increasing public awareness on and advocacy for administrative services, with a particular highlight on e-services.

2. Digital Platform and Services

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

3. Service Delivery Model Implementation

The objective of this component is to ensure that the institutional capabilities of key government agencies are aligned with and support the new model of public services delivery.

¹ <http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=366209>

4. Project Management

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

II. Objectives

The e-Governance Agency seeks to recruit an experienced local consultant to fulfil the position of Administrator of Government e-Payment Gateway and support the institution in managing all activities related to the administration and functioning of the Government Electronic Payment Service MPay.

III. Scope of Work

The specific activities of the Administrator of Government e-Payment Gateway will include the following:

- Coordinate the Electronic Public Payments Unit within e-Governance Agency by: developing yearly action plans, contributing to the drafting of the internal Regulation for Digital Platforms Department, under which the Unit acts, contributing to the eGA Action Plan, reporting upon necessity, budgeting necessary resources for the Unit;
- Guide, supervise and evaluate of the personnel in the Unit and participate in other relevant HR activities or planning for the Unit;
- Coordinate development and operational activities related to public payment processes, including:
 - management of C2G and B2G payments and further developments thereto.
 - management of G2G payments and further developments thereto.
 - implementation of refund of payments.
 - implementation of utilities payments.
 - implementation of aggregated and unified invoices.
 - implementation of taxation of electronic payment transactions.
- implementation of payment methods specific to CUPS. Perform activities covering the full life-cycle of the Government Electronic Payment Service MPay, such as:
 1. Ensure the development and maintenance of the MPay business case, containing, but not limited to the following information: service definition and description, service development roadmap, cost model, functional model, operational model, institutional and beneficiary responsibilities, risk management, contractual and legal framework, references to standards and methodologies;
 2. Ensure the gathering of the requirements from MPay potential beneficiaries (customers);
 3. Ensure the development and update of the administrative, technical and operational documents of MPay;
 4. Manage the development and continuous upgrade of the MPay in the planned time-frame and according to the approved budget and the agreed level of quality, in alignment with the Modernization of Government Services Project (MGSP) implementation plan and in compliance with the eGA Project Management practices;
 5. Ensure the MPay integration process with services, including those developed and re-engineered through MGSP;
 6. Coordinate the performance of quality assurance of MPay, including its testing;
 7. Manage inter-institutional arrangements for the development and proper operation of MPay;
 8. Assess resources, including human, data, processes, etc. needed for continuous development and proper operation of MPay;
 9. Budget the expenses related to the operation and continuous development of MPay;
 10. Use efficiently the allocated resources for the operation and continuous development of MPay;
 11. Ensure contract management with beneficiaries and suppliers;
 12. Coordinate the planning and monitoring of the operational activities of MPay;
 13. Ensure assistance to the beneficiaries in the use of MPay;

14. Coordinate the preparation of the appropriate actions for launching new versions of MPay when appropriate;
15. Participate in the development of MPay branding and promotion strategy;
16. Promote MPay to potential beneficiaries (customers);
17. Ensure gathering and analysis of the feedback from MPay customers upon operation;
18. Monitor the market, including market competition;
19. Support the work of technical, legal, financial, procurement team involved in further developments necessary for MPay;
20. Submit progress reports, proposals, technical documentation, upon necessity;

IV. Outputs

The Administrator of Government e-Payment Gateway will be responsible for producing the following outputs:

- Draft Action Plans for the yearly activity of the Electronic Public Payments Unit;
- Draft content contribution for the internal Regulation for Digital Platforms Department;
- Semestrial and Yearly Report of the Electronic Public Payments Unit;
- Content contributions/ revisions for operational and legal documents necessary for MPay;
- Draft technical specifications for the necessary upgrades to MPay;
- Analysis of the feedback from MPay customers (excel tables, various data, etc.);
- Quarterly Activity Reports.

The Administrator of Government e-Payment Gateway will represent the e-Governance Agency in relation with the stakeholders and relevant partners.

V. Timing

This is a full-time assignment to be performed during the period **December 2021 – June 2023**.

VI. Institutional arrangements

The Consultant will work under the direct supervision of the Chief Digital Officer. The Consultant will report to the Director of the e-Governance Agency and the Chief Digital Officer who will coordinate the Digital Platforms Department.

The Consultant will undergo an internal evaluation of performance using an individual standard eGA Performance Evaluation Form that will be completed and updated by the Consultant, discussed with and approved by the eGA management every 12 months.

VII. Resources

eGA will provide working space, office equipment and communication facilities, as well as any other necessary means and support to the Consultant in order to carry out this assignment.

VIII. Qualification requirements:

- University degree in areas such as computer sciences, engineering, telecommunications, economics, business administration or public administration;
- At least 5 years in IT project and product management in public or private sectors;
- At least 5 years of demonstrated working experience in management of electronic payments digital platforms or services;
- Extensive knowledge of e-Government agenda;
- Familiarity with Agile software development methodologies;

- Familiarity with software development lifecycle, enterprise architecture, cloud computing and SOA concepts;
- Familiarity with enterprise architecture, cloud computing and SOA concepts;
- Excellent communication skills, written and spoken, in Romanian, Russian and English;
- Excellent time-, team-, meeting- and conflict- management skills;
- Strong self-organization and planning skills;
- Autonomy and ability to work with minimum supervision;
- Experience with the World Bank and other donors financed projects would be an asset.