

Modernization of Government Services in the Republic of Moldova

Project ID No. P148537

TERMS OF REFERENCE

NATIONAL CONSULTANT TO SUPPORT THE DEVELOPMENT OF THE METHODOLOGY ON PERFORMANCE FRAMEWORK DEVELOPMENT, IMPLEMENTATION AND ASSESSMENT FOR SERVICE PROVIDERS INVOLVED IN THE PROCESS OF REENGINEERING OF PUBLIC SERVICES AND CUPS¹

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 Moldova - Government's Central Public Administration Reform Multi-Donor Trust Fund (CPAR MDTF). In July 2016, the Government of Moldova has approved the Public Administration Reform Strategy for 2016-2020², 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 has requested the World Bank's assistance for a PAR operation, that became effective in June 2018, called Modernization of Government Services Project (MGSP, the Project).

The design of the project considers 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 is implemented by the e-Governance Agency (eGA) in coordination with the State Chancellery of the Republic of Moldova that holds a unique 'Center of the Government' position and is responsible for policy development and reform coordination in the area of Government services modernization. The State Chancellery is also responsible for promoting regulatory amendments to institutionalize the results of service reengineering. In this capacity, the State Chancellery will be the main Beneficiary of the Methodology on performance framework development, implementation and assessment for service providers involved in the process of reengineering of public services and CUPS (*hereafter* the Methodology), will ensure its official approval and will coordinate practical application of the Methodology in the process of development of service providers' performance frameworks.

The Project aims to achieve improvements in access, efficiency and quality of delivery of selected administrative services through the following components:

1. Public Service Modernization

The key activities under this component focus on re-engineering a group of government to citizen and government to business administrative services, piloting of one-stop-shops for public service delivery in

¹ Centres for Unified Public Services.

² <http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=366209>

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 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. 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 the piloting of the Centers for Unified Public Services (CUPS). The Component also supports the development of institutional performance frameworks for service providers and CUPS that cover objectives and performance indicators at the institutional level, as well as the periodic completion of social inclusion and citizen engagement checklists that can be cascaded to structural units for each entity covered under the project. It is expected that the objectives and performance indicators will be informed by service delivery standards and developed for each service reengineered under Component 1 of the project.

4. Project Management

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

II. OBJECTIVES OF THE ASSIGNMENT

The objectives of the current assignment are to:

- A)** provide support for the development of a Methodology to assist service providers and CUPS in development, implementation and assessment of the institutional performance frameworks (*further* the Methodology), and
- B)** based on the Methodology, assist with (i) the development of two institutional performance frameworks; one for the Public Services Agency and another for the National Social Insurance House and (ii) draft the action plans for their implementation by service providers.

III. SCOPE OF WORK

The current assignment is planned to be a joint effort of a team of two Consultants: one international and one national, as per the detailed description below. The International Consultant will be selected based on a different ToR closely related to the present document.

To achieve the objective **A)** of the assignment, the Consultant is expected to perform the following tasks:

- 1.** Get a deep understanding of the existing context, including:
 - a. Structure of MGSP and relevant documentation (Project Appraisal Document (PAD), Project Operational Manual (POM), re-engineering methodology);
 - b. *Report on the proposed best practices and tools relevant to development of the strategic Human Resources Management (HRM) developed under Europe and Central Asia Capacity*

Development (ECAPDEV) Project Preparation Grant in the part referred to the performance management³;

- c. Feasibility Study on enhancing Citizen's access to administrative services at local level and the Public policy proposal developed based on this document (Feasibility Study on CUPS).
2. Perform the analysis of the national legal framework, key documents, existing information and practices related to performance management process including the development, implementation and assessment of implementation of the institutional performance frameworks in public sector in general and practices used by administrative service providers in particular;
3. Review and provide recommendations for the improvement of the draft Methodology especially from the perspective of its applicability on the national context;
4. Participate in the workshop organized by the International Consultant with the representatives of services providers. The workshop will aim to present the draft Methodology and to collect the initial feedback from the participants (State Chancellery, eGA, representatives of the two service providers) on it. The workshop will also provide relevant informative support regarding national legal framework and experiences related to the national institutional performance management process;
5. Based on the review of the first draft Methodology and the analysis of the current situation performed according to the task nr. 2. from above, present the list of prerequisites and necessary adjustments to the current situation both in terms of legal aspects as well as institutional aspects for a smooth implementation of the Methodology in the activity of administrative services providers. If appropriate, the list of necessary short-term activities will be provided.

To achieve the objective **B)** of the assignment, the Consultant is expected to perform the following tasks:

1. Participate in the training for the representatives of the services providers and provide support to the International Consultant for the organization of two workshops for the development of the institutional performance frameworks for the Public Services Agency and National Social Insurance House based on the Methodology;
2. Provide hands-on support to the working groups of the Public Services Agency and National Social Insurance House involved in the development of the institutional performance frameworks ensuring that the frameworks are developed and take into consideration the provisions of the Methodology;
3. Develop short-term Action Plans for the implementation of each institutional performance framework developed in line with the task nr. 2. Objective B);
4. Submit an Informative Note for the Final Report of the assignment developed by the International Consultant, that will include a detailed description of the activities achieved under the assignment, as well as the main conclusions and recommendations for effective integration of the Methodology and relevant procedures in the administrative services providers activity and ensuring the implementation of a sound performance management system in administrative public services delivery process.

IV. DELIVERABLES AND TIMEFRAME

The deliverables expected under this assignment are as specified in the table below.

³ The Report will be provided by the EGA team.

No.	Deliverables	Tentative timeframe/deadline
Objective A		
1.	Analysis of the national legal framework, key documents, existing information and practices related to performance management process including the development, implementation and assessment of implementation of the institutional performance frameworks in public sector in general and practices used by administrative service providers in particular, developed	In two weeks from the contracting date.
2.	Recommendations Note for the improvement of the draft Methodology especially from the perspective of its applicability on the national context, developed	In one week from the submission by the International Consultant of the first Draft Methodology
3.	Workshop attended and informative support regarding national legal framework and experiences related to institutional performance management process, provided	The exact date of the workshop will be confirmed with beneficiaries
4.	The list of prerequisites and necessary adjustments to the current situation both in terms of legal aspects as well as institutional aspects for a smooth implementation of the Methodology in the activity of administrative services providers, developed. If necessary, an additional list of short-term activities necessary for the implementation of the Methodology will be provided.	In two weeks from the date of the workshop
Objective B		
1.	An Informative Note specifying the support to the International Consultant provided in the organization of two workshops for the development of the institutional performance frameworks for the Public Services Agency and National Social Insurance House, developed and approved by the International Consultant	One week from the date of the last workshop
2.	Support provided to the working groups in the process of development of the institutional performance framework and the integrated drafts of the two institutional performance frameworks presented	In three weeks from the date of the last workshop
3.	Two Action Plans for the implementation of the institutional performance frameworks, developed.	In two weeks from the acceptance of the deliverable 2 of the Objective B
4.	The Informative Note for the Final Report as specified under the task 4 of the Objective B) in the Scope of work, developed	In one week from the acceptance of the deliverable 2 of the Objective B

V. TIMING

This is a part-time assignment expected to be performed during the period **October 2019 – May 2020**.

VI. INSTITUTIONAL ARRANGEMENTS

The National Consultant will work in tandem with his/her international counterpart, under the direct supervision of the State Chancellery Public Administration Directorate and the MGSP Inter-Component

Coordinator, as well as in collaboration with the MGSP Project Manager, ensuring qualitative and timely implementation of the envisaged tasks and submission of expected deliverables.

The State Chancellery Public Administration Directorate and MGSP Inter-Component Coordinator will facilitate the Consultants' access to the necessary documents, materials and key stakeholders.

VII. QUALIFICATION REQUIREMENTS

Mandatory qualifications

- University degree or higher degree in public administration, HR management and development, Law, social sciences or other disciplines related to the assignment;
- Minimum of 6 years of work experience in public sector, institutional and functional development and performance management systems development and implementation;
- Minimum of 4 years of experience in conducting institutional performance assessment and development of KPI's for public and/or private institutions;
- Ability to effectively communicate and write in English and Romanian languages.

Preferred qualifications

- Participation in the development of the Government related normative acts, policies and processes related to institutional performance framework development and implementation would be a strong asset;
- Previous experience in the implementation of activities related to public services modernization process.
- Proven analytical, organizational, reporting and writing abilities (upon request, the candidates shall provide details on documents developed under different assignments, also mentioning their role in such exercises, i.e. author, co-author, member of the developing team, etc).