

Modernization of Government Services Project (MGSP) Republic of Moldova

Status as of December 31, 2019

*Semestrial Progress Report, Project Year 2
Semester II, 2019*



Component 1 Administrative Service Modernization

This component supports improvements in Government services processes to address excessive administrative requirements, inefficiency of public institutions, ineffective communication, and other deficiencies, creating barriers for citizens and businesses in accessing



Subcomponent 1.1: Business Process Reengineering

The objective of this subcomponent is to redesign at least 21 selected central administrative services provided to citizens and businesses to reduce the administrative burden of access and prepare for digitization of services under Component 2.

Subcomponent 1.2: Reform Management and Coordination

This subcomponent develops capacity for reform management, develop a coordination mechanism, and support change management.

Subcomponent 1.3: Expanding Access Points for Central Government e-Services

The subcomponent facilitates access to Government administrative services at the local level through the creation of Unified Centers for Public Services Delivery (CUPS) windows across Moldova and supporting capacity building to promote citizen-centered facilitation services at CUPS.

Subcomponent 1.4: Citizen Feedback and Outreach

This subcomponent focuses on mainstreaming citizen-centric approaches and socially inclusive citizen engagement in the project.

Subcomponent 1.1 Business Process Reengineering

Procurement Package 01/1.1/CQS CS for re-engineering of three selected public services (batch 1/pilot): 3 Selected services

The aim of this activity is to re-engineer of 3 selected services in the first batch from a total of at least 21 services, 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.

The pre-selected public services that are subject of the re-engineering under this assignment are:

- **Issuance of Unemployment Allowance;**
- **Issuance of Driving License**
- **Determining the Disability and Work Capacity**

Progress to date :

Working team on the re-engineering of public services set up and trained:

- Training curricula and materials on reengineering of public services elaborated;
- 3 days training for 20 participants delivered;
- Training report delivered;
- Post-training survey among trainees regarding the quality and adequacy of training applied

Public authorities providing these services:

- National House of Social Insurance
- National Agency for Employment
- Public Services Agency
- National Council for Determination of Disability and Labor Capacity;



Subcomponent 1.1 Business Process Reengineering

Procurement Package 01/1.1/CQS CS for re-engineering of three selected public services (batch 1/pilot)- continuation:

Progress per each selected service:

1. Service Determining the Disability and Work Capacity

Actual situation of the public services mapped:

Public services simplified through legal analysis and the new design developed:

- **TO-BE** map developed and approved on *December 31, 2019*.

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

- Draft legal framework required to support the new service model- *transmitted on December 11, 2019*
- Organizational chart that will support the new service model and human resources- *submitted August 14, 2019*
- Technical specifications of the ICT components according to ICB - Supply and Installation of Information Systems. Single-Stage World Bank template- *submitted on October 7, 2019*
- Investment and procurement needs document- *delivered on October 29, 2019*
- Change Management document- *submitted on October 18, 2019*

The new model of each of the public services re-engineered is piloted in real-life scenarios and real customers:

- Piloting report -*approved by CNDDCM on September 26, 2019*
- Report on gaps of human resources, technical and financial resources for the real implementation of the new model- *submitted to EGA on November 27, 2019*
- Post-reengineering survey among beneficiaries, regarding the perception of the reengineering process- *applied on October 29, 2019*
- Recommendations for improvement of existing reengineering methodology- *submitted on October 02, 2019*

Roll out of the new model into production at the organizational level per the Action Plan approved in the previous phase:

- Report on service maintenance and service provider support activities- *was submitted on September 25, 2019*



Subcomponent 1.1 Business Process Reengineering

Procurement Package 01/1.1/CQS CS for re-engineering of three selected public services (batch 1/pilot) - continuation:

2. Service Issuance of Unemployment Allowance

Public services simplified through legal analysis and the new design developed:

- TO-BE map developed and submitted on August 7

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

- Draft legal framework required to support the new service model- *approved by CNAS and ANOFM on October 27, 2019.*
- Organizational chart that will support the new service model and human resources - *submitted August 14, 2019.*
- Technical specifications of the ICT components according to ICB - *submitted to EGA on November 27, 2019).*
- Investment and procurement needs document- *delivered on October 29, 2019*
- Change Management document- *submitted on October 18, 2019*

The new model of each of the public services re-engineered is piloted in real-life scenarios and real customers:

- Piloting report and updated deliverables from previous phases, where appropriate- *the standard charts was approved by EGA and beneficiary on October 25, 2019.*
- Report on gaps of human resources, technical and financial resources for the real implementation of the new model- *submitted on November 27, 2019*
- Post-reengineering survey among beneficiaries, regarding the perception of the reengineering process- *developed on October 29, 2019*
- Recommendations for improvement of existing reengineering methodology- *elaborated on October 02, 2019*

Roll out of the new model into production at the organizational level per the Action Plan approved in the previous phase:

- Report on service maintenance and service provider support activities- *submitted on September 25, 2019*

Subcomponent 1.1 Business Process Reengineering

Procurement Package 01/1.1/CQS CS for re-engineering of three selected public services (batch 1/pilot) - continuation:

3. Service Issuance of Driving License

- **TO-BE** map developed *and approved on January 31, 2019*
- 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

- Draft legal framework required to support the new service model- *finalised on November 21, 2019*
- Organizational chart that will support the new service model and human resources - *developed on August 14, 2019*
- Technical specifications of the ICT components according to ICB - *submitted on November 5, 2019*
- Investment and procurement needs document- *delivered on October 29, 2019*
- Change Management document- *the deliverable was submitted on October 18, 2019*

The new model of each of the public services re-engineered is piloted in real-life scenarios and real customers:

- Piloting report- *approved by EGA and beneficiary on September 19, 2019*
- Report on gaps of human resources, technical and financial resources for the real implementation of the new model- *submitted to EGA on November 27, 2019*
- Post-reengineering survey among beneficiaries, regarding the perception of the reengineering process- *developed on October 29, 2019*
- Recommendations for improvement of existing reengineering methodology- *elaborated on October 02, 2019*

Roll out of the new model into production at the organizational level per the Action Plan approved in the previous phase:

- Report on service maintenance and service provider support activities- *submitted on September 25, 2019*

Subcomponent 1.1 Business Process Reengineering

Procurement Package 01/1.1/CQS CS for re-engineering of three selected public services (batch 1/pilot) - continuation:

Key results of the post –reengineering survey among 4 beneficiaries institutions (National Council for Determination of Disability and Labor Capacity; National House of Social Insurance, National Agency for Employment, Public Services Agency)

- 61% of respondents consider that the documentation of AS-IS process was done in a correct and complete way to a large extent, 33% consider that this was done to a great extent, and 6% considered that the documentation was not done correctly and completely
- the TO-BE vision for the delivery of the 3 public services was presented clearly and in accordance with the expectations of the beneficiary institutions in opinion of 61% of the respondents and 33% consider that to a great extent



- 94% of the respondents believe that the proposals for the design of the new processes are meant to reduce the delivery time.
- 55% of respondents believe that public service delivery will be improved in terms of quality very much, and another 39% think largely, 6% believe that being a small extent
- 94% of respondents believe that to a large extent and to a great extent, the expectations of citizens underpin proposals to design new processes.
- 94% of the respondents consider important and very important, that in order to understand the role of the re-engineering exercise, the employees of the public institutions responsible for the delivery of the 3 public services should be trained in this regard, within the organization in training sessions dedicated to this purpose.

Subcomponent 1.1 Business Process Reengineering

Procurement Package MD-EGA-71314-CS-QCBS CS for re-engineering of selected public services (batch 2):

The scope of work is the reengineering of 7 selected services and/or groups of services from a total of at least 18 services, from the stage of AS-IS mapping, TO-BE mapping, all the way to piloting of the new model of service delivery and evaluating efficiency gains.

List of all 37 public services selected for reengineering:

1. Birth registration and granting social benefits for childbirth and childcare and its relevant sub-services;
2. Issuance of duplicates of civil status certificates, with or without amendments and its relevant sub-services;
3. Granting the age pension for various categories of beneficiaries and its relevant sub-services;
4. Marriage registration and its relevant sub-services;
5. Divorce registration and its relevant sub-services
6. Death registration and social benefits related with the death of close persons, plus its relevant sub-services;
7. Registration of legal entities, individual entrepreneurs, patent holders and non-commercial organizations, plus and its relevant sub-services.

Important to note!!

As a result of the prioritization exercise developed within Horizontal Review of the government services (sub-component 1.1), **37 public services** were identified as priority government services. Ultimately, the National Council for Public Administration Reform (NCPAR) approved the following categories of services to enter batch 2 of reengineering.

Achieved results:

Set up working team and train it on the re-engineering of public services:

- *Agreement on signing a Memorandum of Understanding with main governmental institutions involved in the process*
- *Kick off meeting planned for January 2020*
- *The contract co-signed with the service providers*

Expected outputs :

- Document the actual situation of the public services under re-engineering (AS IS maps)
- Reengineer existing operational procedures and business processes
- Develop the tools required to support the implementation of the new service delivery model
- Pilot new service delivery model in real-life scenarios and with real customers
- Roll out the new service delivery model into production

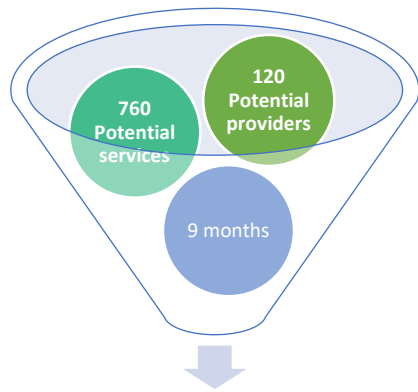


Subcomponent 1.1 Business Process Reengineering

Procurement Package 03/1.1/CQS Consulting firm to perform an inventory and horizontal review of central public services in Moldova:

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.

Main findings of the Horizontal Review:



• 61 Public services providers

• 605 Administrative public services

• 20 Life scenarios identified

• 53 Recommendations for optimization

No. of services

Provider

91

• Public Services Agency

68

• National House of Social Insurance

47

• Agency for Intellectual Property

38

• Police

29

• Tax Service

Achieved results during the reporting period:

- Drafting and submission for promotion in the State Chancellery of the **draft Government Decision "On the approval of the Integrated Nomenclature of public administrative services and their associated life events,,**

Subcomponent 1.2 Reform Management and Coordination

Procurement Package MD-EGA-71397-CS-INDV Individual Consultant to develop Change Management Framework:

The objective of the assignment is 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.



Expected outputs:

- **Detailed Workplan** to be applied for the respective assignment, *submitted by August 4, 2019.*
- **First draft of the Change management framework**
- **Revised draft of the Change management framework**
- **Training curricula and training materials** for the course on change management, *submitted by November 1, 2019- 3 workshops on reform management with 3 service providers from the first batch of services completed*
- **Training Evaluation Report**
- **Final Report** with relevant mission findings and recommendations, details on the activities performed, list of deliverables and delivery dates

Subcomponent 1.3 Expanding Access Points for Central Government E-Services

Procurement Package 01/1.3/CQS Feasibility Study on Enhancing Citizen's Access to Administrative Services at Local Level:

The aim of this activity is to conduct a feasibility study on enhancing citizen's access to the public services at the local level. The feasibility study assesses the viability and implementation of:

- **separation of the front office from the back office** in central government institutions in Moldova through outsourcing the front office segment of administrative services delivery;
- **using CUPS as front-office** for provision of a number of administrative services.

NCPAR met in **December 17, 2019** to discuss the public policy proposal (PPP) on improving beneficiaries' access to public services at local level. The basic purpose of the PPP is to identify the best institutional option for the establishment of **Unified Service Delivery Centers (CUPS)**. They will operate on the basis of the one-stop shop for providing public services, as close to the citizen, as possible. The result pursued by the public policy is to obtain an increased level of accessibility, efficiency and high quality in the provision of government services. At the same time, the creation of the new model of offices will significantly reduce the time to provide services, but also the number of documents needed to perform them.

The CUPS might be piloted in collaboration with 20 local authorities and consular offices subject to subsequent approval from NCPAR, preliminary meeting being set for April 2020.



Subcomponent 1.3 Expanding Access Points for Central Government E-Services

Procurement Package 01/1.3/CQS Feasibility Study on Enhancing Citizen's Access to Administrative Services at Local Level -continuation:

Achieved results:

- **Inception Report** - *delivered on September 20, 2018;*
- **Conducted on-site assessments of potential CUPS offices** (post offices – 14 offices, Novateca libraries - 12 libraries, City Halls - 12 halls)- Post Offices have been selected as potential CUPS offices
- **Preliminary individual office/service windows assessment reports** with field work findings organized by institutions and potential CUPS assessed- *submitted on February 15, 2019. Final version approved*
- **Recommendations to support the outsourcing contracting process** - *delivered*
- **The editable cost assessment/estimate** and financial models prepared as required under the scope of work -*delivered on July 24, 2019*
- **Proposals to the legal and institutional framework** for the implementation of the outsourcing of the FO – *delivered*
- **Outsourcing public policy proposal** document - *delivered on July 24, 2019*
- **Course of action document** for outsourcing the front office segment of the services (Action plan)- *delivered on July 24, 2019*
- **Recommendations on the investment needed** to implement the outsource for each of the institutions under assessment- *delivered on July 24, 2019*
- **Draft Final Feasibility Study** - *delivered*
- **Final Feasibility Study** *delivered on October 4, 2019*
- **The entire database**- *delivered*

Expected outputs:

- **Identify pilot locations** - identify 25 locations out of which 20 locations will be selected for piloting.
 - **Prepare the cost estimate for the CUPS piloting :**
 - proposals to outsource selected pilot services to the local public administration and consular offices and relevant locations;
 - costing plan needed to implement and conduct the piloting process;
 - **To analyse the administrative services to be provided through CUPS.**
- Pilot program, covering at least the following information about each service:**
- characteristics of the services, such as definition, time of response, fees applied
 - legal implications, including applicable normative act
 - front-office and back-office functions
 - required CUPS staff capability and any capability gaps to be filled
 - potential requirements for staff upon provision of the respective public service
 - the types of beneficiary addressed
 - e-service options available.

Subcomponent 1.3 Expanding Access Points for Central Government E-Services

Procurement Package 01/1.3/CQS Feasibility Study on Enhancing Citizen's Access to Administrative Services at Local Level-continuation:

Feasibility of outsourcing model public services:

#	Public service	I.S. "Posta Moldovei"	City Halls	Novateca	BCIS	Diplomatic missions
National House for Social Insurance						
1	Pension for age limit	●	●	●	●	●
2	Disability pension	●	●	●	●	●
3	Maternity allowance	●	●	●	●	●
4	Single allowance at child's birth*	●	○	●	●	●
5	Monthly allowance for childcare until the age of 2/3*	●	○	●	●	●
6	Allowance in the event of death	●	●	●	●	●
State Tax Service						
1	Pre-filled statement**	●	●	●	●	●
2	Attributing the fiscal code to individuals and businesses that are non-residents, individuals carrying out licensed or authorized professional activity, rural households	●	●	●	●	●
3	Issuance of the residency certificate (1-DTA17)**	●	●	●	●	●
4	Issuance of the certificate regarding the subdivisions' registration / taxable items/ tax payers**	●	●	●	●	●
5	Issuance of confirmation for Moldovan citizens' incomes obtained in the Republic of Moldova to be presented to foreign authorized bodies**	●	●	●	●	●
Agency for Public Services						
1	Primary registration of birth with certificate issuance	●	○	●	●	○
2	Registration of marriage	●	○	●	●	○
3	Registration of death	●	○	●	●	○
4	Issuance of certificate regarding matrimonial capacity	●	●	●	●	●
5	Issuance of certificate regarding the real estate value	●	●	●	●	●
6	Issuance of certificates that contain data from the State Registers, for issuance of which it is required the identity card of the Republic of Moldova's citizen	●	●	●	●	●
7	Services for reception of statements/requests for issuance of permissive acts via SIA GEAP****	○	●	●	●	●

Preliminary individual office/service windows assessment:

Criterion analysed	Local Public Authorities	The Moldovan Post Office	The BCISs	The Digital Libraries "Novateca"	PSA (the Multi functional Centres)	The consular Offices ⁷²
Organisational and legal framework (the possibility to take over outsourced services from a legal point of view)	✓	✓	✗	✗	✓	✓
Infrastructure (access to premises, available space, IT and communication infrastructure, software applications)	◐	◐	n/a	n/a	●	●
Front-office (existence and separation of the function, available employees, abilities/competences)	◐	◐	n/a	n/a	●	●
Geographic coverage (ensuring the conditions needed to meet the objective of enhancing citizen access to services)	●	●	◐	◐	◐	complementary

- The legend:**
- unfeasible
 - feasible technically, but with little potential
 - feasible
 - already outsourced

Subcomponent 1.4 Citizen Feedback and Outreach

Procurement package MD-EGA-71444-CS-LCS Annual National Survey on e-Governance and Services Modernization and Exit Research on Selected Services' Customer Satisfaction:

The main goal of the study is to collect relevant and illustrative data on key performance indicators under the Modernization of Government Services Project.

Assignment 1:

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

The following indicators layers will be measured:

- *Citizens' access to computers and Internet. Particularities of Internet access*
- *Knowledge of, support for, and confidence in e-governance and government services modernization*
- *Access to online and offline public services.*
- *Satisfaction with the quality of administrative services' and citizen feedback responsiveness mechanisms*

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)

The following indicators will be measured:

- *Level of satisfaction with the quality of selected services*
- *Level of satisfaction with the accessibility of selected services*



Subcomponent 1.4 Citizen Feedback and Outreach

Procurement package MD-EGA-71444-CS-LCS Annual National Survey on e-Governance and Services Modernization and Exit Research on Selected Services' Customer Satisfaction- continuation:

Achieved results under the Assignment 1 Annual National Survey:

- *The Questionnaire* for Year1, 2019 – developed
- **The Inception Report** –issued on January 16, 2020
- **The Interviews** in households, on service provision sites performed during *December 2019 and first week of January 2020*
- **On-site interviews' results processed-completed**
- **Raw database** of responses for Tasks 1- submitted on *January 22, 2020*

Expected outputs:

- **Draft Analytical Report**- *delivered and published in February 10, 2020*
- Translation of Analytical Report (ENG and RU) *delivered by the end February 2020*
- Issuance of the final translated Reports to the Client- *beginning of March, 2020*

Achieved results under the Assignment 2 Exit Poll:

- **7 services were selected and the method to perform the survey:**
 1. Determining the disability and work capacity (CATI)
 2. Unemployment allowance (CATI)
 3. Issuance of driving license (CAPI)
 4. Retirement pensions (for age limit) (CATI)
 5. Monthly maternity benefits (CATI)
 6. Birth registration (CAPI)
 7. Modifying, rectifying, and filling in the civil status acts (7 acts) (CAPI)



Subcomponent 1.4 Citizen Feedback and Outreach

Procurement package MD-EGA-115667-CS-INDV CS for development of Social Inclusion and Citizen Engagement Policy Framework:

The objective of the assignment is to assist the State Chancellery and eGA to develop the necessary framework attributes ensuring compliance of selected Government services with social inclusion and citizen engagement requirements.

Achieved results:

- **A detailed Workplan** delivered on June 25, 2019 and approved by EGA
- **The Recommendations Note** on the adjustment of the methodology on Government administrative service reengineering developed to enable an effective and efficient citizen engagement process social inclusion requirements are considered in the reengineering process at each stage of service reengineering procedure- *developed*
- **The Evaluation Report** of three reengineered Government administrative services reflecting their compliance with citizen engagement and social inclusion aspects - *developed*
- **The set of tools for citizen engagement** to be used at each stage of the reengineering and evaluation processes -*developed and presented*
- **Social inclusion and gender mainstreaming toolkit** to offer the necessary informative and methodological support in the reengineering and evaluation processes *developed*
- **Training curricula** and training materials on the consideration of social inclusion and citizen engagement perspectives in the delivery of modernized Government administrative services *developed*.
- **Three training activities** related to the topics- *in December 2019, the consultant delivered a training for representatives of the service providers from the first three reengineered services as well as representatives from the State Chancellery*
- **Training Report** -*developed*.
- **Final Report** of the assignment with concluding relevant findings and recommendations- *delivered to and approved by eGA*



Subcomponent 1.4 Citizen Feedback and Outreach

Procurement package MD-EGA-115667-CS-INDV CS for development of Social Inclusion and Citizen Engagement Policy Framework:

Relevant findings and recommendations:

- identification and involvement of vulnerable and marginalized groups in the reengineering process
- in order to mitigate the barriers in accessing the information and receiving the services identified by the vulnerable, including people with disabilities, elderly and national-linguistic minorities
- to implement accessible and culturally effective solutions for improving the access, provide the necessary trainings to the relevant personnel and make the necessary adjustments in the relevant job descriptions;
- introducing relevant standards and criteria for assessing how well the newly developed solutions for reengineering of public services respond to the special needs of vulnerable
- increasing the participation of the population, including the vulnerable, marginalized groups at each stage of the decision-making process
- establishing the relevant tools for collecting disaggregated data on beneficiaries of public services and people which participate in public consultations activities carried out by service providers at central and regional levels;
- ensure the participatory mechanism of evaluation of the quality and accessibility of the newly reengineered public services by people from vulnerable groups, people with special needs and from rural area, NGOs and other interested actors to participate meaningfully in the assessment of the services



The elements of the tool dedicated to strengthen the civic participation is focused on:

- *dissemination of information* in the appropriate format (accessible and culturally acceptable), for different segments of population
- *co-creation of consultation mechanisms* together with the population, with special focus on gender mainstreaming and civil society organizations
- *adjusting the consultation processes* from the perspective of clarity, transparency and predictability
- *involvement of vulnerable, marginalized groups and women* by establishing cooperation partnerships

Subcomponent 1.4 Citizen Feedback and Outreach

Procurement package MD-eGA-115668-CS-INDV CS for development of Gender Mainstreaming Policy Framework :

The objective of the assignment is to assist the State Chancellery (the Responsible Authority for the Project) and eGA (the Implementer of the Project) to ensure that gender equality aspects are mainstreamed in the Government administrative services modernization process.



Achieved results:

- **A summary Report** on the current situation and existing practices of gender mainstreaming perspectives in public services modernization process developed - *received on August 9, 2019*
- **The Evaluation Report** of three reengineered Government administrative services (TO-BE maps) reflecting their compliance with gender mainstreaming aspects developed –*received on August 5, 2019*
- **The Recommendations Note** on the adjustment of the methodology on Government administrative service reengineering developed to ensure that gender requirements are considered in the reengineering process –*elaborated*
- **The Recommendation Note** for the development of the social inclusion and gender mainstreaming toolkit elaborated by the citizen engagement and social inclusion expert-*developed*
- **Training materials** on the consideration of gender mainstreaming perspective in the delivery of modernized Government administrative services- *developed*
- **Three training sessions** related to the topics-*delivered in December 2019*
- **Training evaluation Note**, including training findings and recommendations- *issued*
- **Final Report** of the assignment with concluding relevant findings and recommendations- *delivered to and approved by eGA*

Subcomponent 1.4 Citizen Feedback and Outreach

Procurement package MD-EGA-106361-CS-CQS Developing the e-governance visual identity and relevant public awareness products:

General objective of this assignment is to support the effort of the e-Governance Agency in creating its corporate logo and visual identity which will lead to increased visibility and recognition of e-Governance activities and products.

Achieved results for Communication and Public Awareness segment:
Communication Strategy and implementation according to the Action Plan- approved by the Bank in January, 2020

Info session for Girls Go IT on modernization of public services- conducted on July 25, 2019

Collaboration with Comunitatea Mea Program- 2-days workshops conducted on e-Governance for several representatives from local public authorities in September, 2019

Collaboration with the Academic field- on December 12, 2019, the Collaboration Agreement was signed between the State University of Moldova and the Electronic Governance Agency.

Training for paralegal on e-governance, e-learning platform, e-government products and services developed on December 6, 2019

Expected outputs:

- Comprehensive citizen outreach and online awareness campaign on 5 governmental services

Expected outputs:

Brand Book presenting the visual identity of e-Governance Agency, Center for Continuous Training, Unified Client Support Service, Unified Centers for Public Service Delivery (CUPS) and logo for e-Governance services, including MStyle aligned to the developed corporate identity;

Achieved results:

Logos- developed

Branded promo materials in both graphic design editable and printed formats in different languages (Romanian; Russian and English)- *ongoing*



Subcomponent 1.4 Citizen Feedback and Outreach

Procurement package MD-EGA-106361-CS-CQS Developing the e-governance visual identity and relevant public awareness products:

Developped logos during the reporting period:

eGA Logo:



eGA banner:



MGSP banner in English:



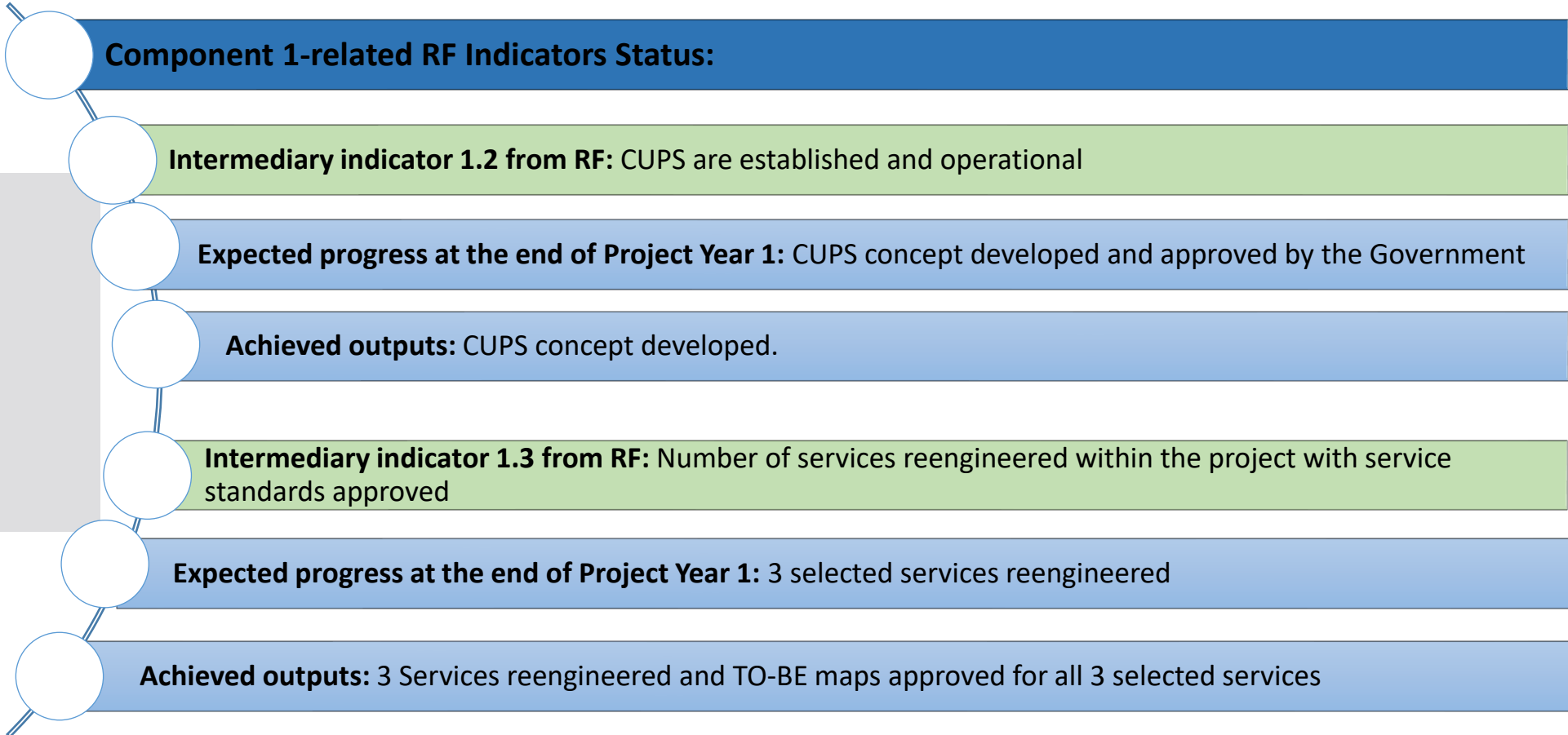
MGSP banner in Romanian:



eGA products and services logo:



Component 1 Administrative Service Modernization



Component 2 Digital Platforms and Services

The objective of this component is to support the digitization of selected reengineered administrative services, complete and strengthen a common infrastructure and mechanisms for rapid deployment of ICT-enabled administrative services, and introduce Government-wide IT management and cyber security standards and procedures.



Subcomponent 2.1: Digital Services

The subcomponent focuses on digitization of reengineered Government services (at least 15)

Subcomponent 2.2: Digital Platforms

The subcomponent aims to establish a robust digital infrastructure.

Subcomponent 2.3: IT Management and Cyber Security

The objectives of this subcomponent are to develop Government IT management and cloud security processes and standards and implement them across the Government, including capacity building.

Subcomponent 2.1 Digital Services

Procurement package MD-EGA-71456-CS-CQS CS for developing the requirements (methodology) for administrative services digitization:

The objective of this assignment is to develop the public service digitization methodology which will institutionalize a development and acceptance framework for public sector information systems, especially for electronic public services.

Expected outputs:

Report of the AS-IS and TO-BE analysis of service digitization practices.

Digitization methodology in the form of a content-oriented web site.

Templates and sample documents for outputs of each activity related to digitization, downloadable from relevant contextual pages of the digitization methodology site.

The lists for validation of processes and main documents.

Proposals for improvements of the public service reengineering methodology relevant to service digitization.

Proposals for electronic public service operations methodology relevant to information systems development.

Training materials used in workshop(s)

Workshop for public service providers

EGA will be in the position to revise the ToR and re-launch the competition after the issuance of the GAP Analysis Final Report and the revision of the IT Code (a recent initiative of the Government) – these 2 factors are creating high dependency for the content of a modern Digitization Methodology.

Procurement package MD-EGA-71527-CS-QCBS Consulting Services for Quality Assurance, User Acceptance and Security testing of IT systems developed during the project:

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

1. Contributing to the development of the Public Service Digitization Methodology in quality and security areas;
2. 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.
3. Performing the quality and security reviews and tests of the developed applications, including performance and User Acceptance Test (UAT).

Expected outputs :

- Public Services Digitization Methodology
- Technical Specifications
- Planning of application security and quality assurance review/testing/audit
- Execution of application security and quality assurance review/testing/audit
- Activity Progress Reports

Subcomponent 2.2 Digital Platforms

Procurement package MD-EGA-71644-CS-INDV Consulting services to perform a gap analysis of the existing digital infrastructure of e-governance framework in the Government of Moldova:

The aim of this activity is to evaluate centralized and reusable electronic services and platforms owned or supervised by the eGA, in order to:

1. improve them by adding new features and optimizing business processes as per international best practices and new trends in the area of e-governance;
2. complement existing e-governance infrastructure with new components which will solve individual and specific problems as part of electronic service development and delivery.

N.B.: The activity was cancelled from MGSP and is currently being implemented with the support of UNDP Moldova. However, the budget reserved for this activity was not re-allocated but kept for the implementation of follow-up actions, as per the recommendations of the GAP Analysis.

Final version of the GAP Analysis (issuance of final drafts and acceptance by the Client of the Final version) and completion of the assignment delivered on February 2020.



Subcomponent 2.2 Digital Platforms

Procurement package MD-EGA-106369-CS-QCBS Procurement of Electronic Authorization Registry Information System (MPower):

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, the possibility to verify the existence and validity of authorizations by interested parties, including public authorities of the Republic of Moldova.

Kick off meeting *organized on January, 2020.*

Expected outputs:

Sprint Report, including release notes, breakdown and duration of tasks implemented during the sprint, velocity, issues and outstanding problems, proposed actions to be taken;

- Sprint Backlog, including breakdown and estimated duration of tasks proposed to be implemented during the next sprint, resources that the Consultant expects to be provided by the Client and/or actions to be taken by the Client- *the project initiated*
- Training reports, submitted after each training session
- MVP Functional – March, 2020.

Expected outputs:

Development and submission for promotion in the State Chancellery of the draft **Government Decision "On the approval of the Concept and Regulation regarding the way of keeping the Register of powers of representation based on the electronic signature formed by the automated information system "Register of powers of representation" (MPower)"**.

- *The initial version of the project - is conceptualized and elaborated*
- *Completion of the initial version of the draft submitted for registration to the State Chancellery for promotion, in accordance with the Government Regulation- on February 14, 2020*
- *Public approval / expertise and public consultation of the project- planned for March 6, 2020*
- *Finalizing and presenting the project for examination to the Government- planned for March 20, 2020*
- *Examination of the project at the Government meeting- planned for the end March, 2020*

The necessary legal framework for MPower has been developed by the eGA Legal Unit.

Subcomponent 2.2 Digital Platforms

Procurement package MD-EGA-115672-CS-QCBS CS Services for the design, development, configuration and deployment of the MNotify Information System:

Objective of the assignment is to develop the MNotify information system with demonstrated experience in the design and development of similar complexity projects with local presence in Moldova to perform key client-facing activities, and to provide on-going maintenance and technical support.

Kick off meeting – organized (ETA for MVP – April 2020)

Expected outputs:

- **MVP functional – April, 2020.**
- **A fully-fledged MNotify Information System** with all core functionalities developed and deployed according to the requirements defined by the Client during the assignment. The Consultant will deliver compliant and documented source code (including automation scripts, third-party tools and libraries, licenses, where applicable).
- **Technical and End-user documentation** developed according to the Client's documentation requirements defined in the Annex 2 of the contract.
- **Training sessions and training materials** developed according to the Client's training requirements defined in the Annex 2 of the contract.



Expected outputs:

Development and submission for promotion in the State Chancellery of the **draft Government Decision "Regarding the governmental electronic notification service (MNotify),"**

- *The initial version of the project is in the process of elaboration. After completion of the initial version of the draft, it will be submitted for registration to the State Chancellery for promotion, in accordance with the Government Regulation - this is in house contribution, the effort is done by EGA Legal department*
- *Public approval / expertise and public consultation of the project- planned for March 20, 2020*
- *Finalizing and presenting the project for examination to the Government- planned for March 27, 2020*
- *Examination of the project at the Government meeting- planned for the end March, 2020*
- *Issuance by the director of the Electronic Governance Agency of the order regarding the approval of standard agreements / contracts regarding the use of MNotify- planned for April 2020* The necessary legal framework for MNotify has been developed by the eGA Legal Unit

Subcomponent 2.2 Digital Platforms

Procurement package MD-EGA-125919-CS-QCBS Consulting services for design, development, deployment of the Semantic Catalog Information System:

The scope of work of this assignment is to design, develop, configure, and deploy the information system as a fully functional product with all functionalities in place, according to the specifications iteratively defined by the Client. The development of the solution will follow agile iterative software development principles.



Expected outputs:

- **A fully functional information system** with all functionalities developed and deployed according to the requirements defined by the Client during the assignment. The Consultant will deliver compliant and documented source code (including third-party tools and libraries, licenses, where applicable and automation scripts).
- **Technical and End-user documentation** developed according to the Client's documentation requirements
- **Training sessions and training materials** developed according to the Client's training requirements.



Subcomponent 2.2 Digital Platforms

Procurement package MD-EGA-121819-CS-QCBS Consulting Services for the Design, Development, Configuration and Deployment of the new version of the Public Service Portal:

The portal aim is 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 new Public Services Portal will bring several 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 events
- improved information searching tools
- chat bots



Expected outputs:

Sprint Report, including release notes, breakdown and duration of tasks implemented during the sprint, velocity, issues and outstanding problems, proposed actions to be taken;

Next Sprint Backlog, including breakdown and estimated duration of tasks proposed to be implemented during the next sprint, resources that the Consultant expects to be provided by the Client and/or actions to be taken by the Client;

Training reports, submitted after each training session;

MVP functional – May, 2020.

Subcomponent 2.2 Digital Platforms

Procurement package MD-EGA-72422-CS-FBS CS for installation and configuration of an open-source e-learning platform and migration of content

The purpose of this assignment is to install, configure an e-learning platform based on Moodle Open Source Learning Solution and develop the e-learning content, based on EGA inputs, in order to facilitate knowledge sharing and training of public servants in various domains.

Achieved results during the reporting period:

Development and submission for promotion in the State Chancellery of the **draft Government Decision "On the use and administration of the governmental platform for learning on distance (e-Learning),"**

- *The initial version of the project is in the process of elaboration. After completion of the initial version of the draft, it will be submitted for registration to the State Chancellery for promotion, in accordance with the Government Regulation - this is in house contribution, the effort is done by EGA Legal department*
- *Public approval / expertise and public consultation of the project- planned for March 13, 2020*
- *Finalizing and presenting the project for examination to the Government- planned for April 17, 2020*
- *Examination of the project at the Government meeting- planned for April 29, 2020*
- *Issuance by the director of the Electronic Governance Agency of the order regarding the approval of standard agreements / contracts regarding the use of e-Learning- planned for May 2020*

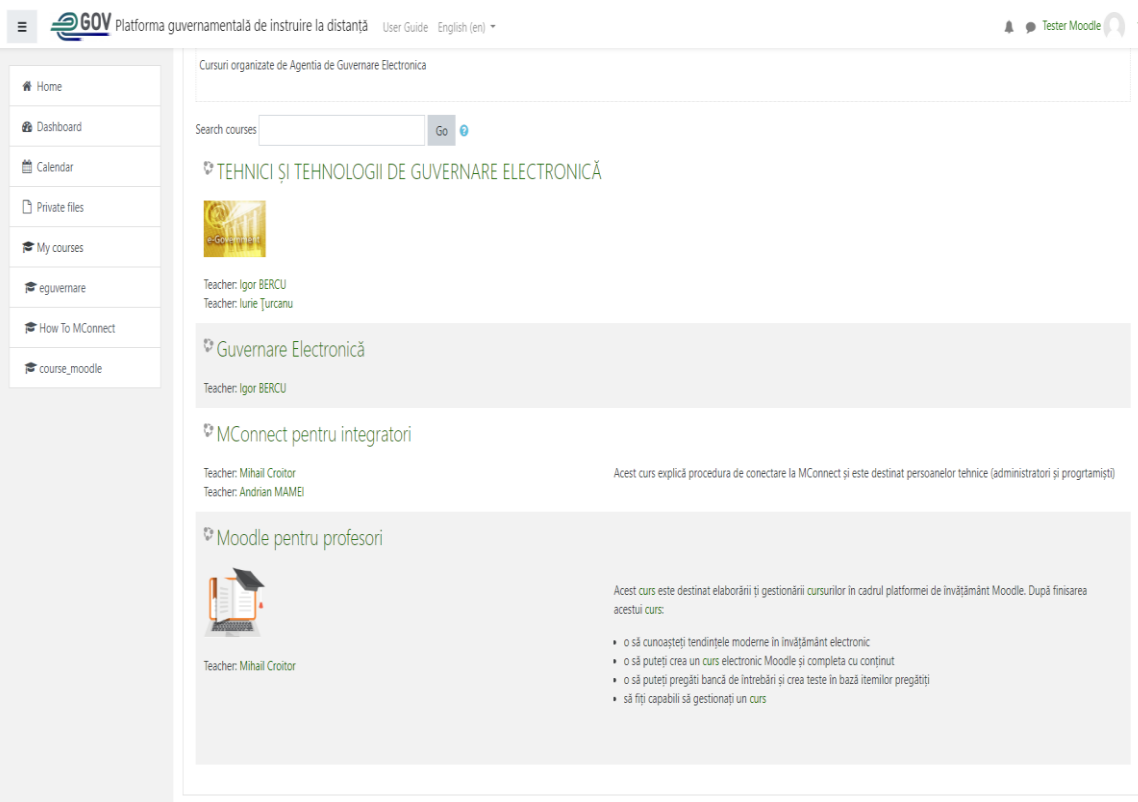
The necessary legal framework for e-learning platform has been developed by the eGA Legal Unit.

➤ **4 courses finalized and placed on e-learning platform:**

- 2 Online e-learning courses on development and management of e-learning platform modules
- 2 university courses on e-government

➤ **89 users accessed the e-learning platform- since its pilotiing from November 2019**

The link to e-learning platform: <https://elearning.gov.md/>



The screenshot displays the user interface of the e-learning platform. At the top, it shows the logo 'eGOV' and the text 'Platforma guvernamentală de instruire la distanță'. Below this is a search bar with the text 'Cursuri organizate de Agentia de Guvernare Electronica' and a search button. The main content area lists several courses:

- TEHNICI ȘI TEHNOLOGII DE GUVERNARE ELECTRONICĂ**
Teacher: Igor BERCU, Lunie Turcanu
- Guvernare Electronică**
Teacher: Igor BERCU
- MConnect pentru integratori**
Teacher: Mihail Croitor, Andrian MAMEI
Acest curs explică procedura de conectare la MConnect și este destinat persoanelor tehnice (administratori și progrtamiști)
- Moodle pentru profesori**
Teacher: Mihail Croitor
Acest curs este destinat elaborării și gestionării cursurilor în cadrul platformei de învățământ Moodle. După finalizarea acestui curs:
 - o să cunoașteți tendințele moderne în învățământ electronic
 - o să puteți crea un curs electronic Moodle și completa cu conținut
 - o să puteți pregăti bancă de întrebări și crea teste în bază itemilor pregătiți
 - să fiți capabili să gestionați un curs

Subcomponent 2.3 IT Management and Cyber Security

Procurement package MD-EGA-71814-CS-CQS CS to provide Training in cyber security, including development of the e-learning module:

The primary objective of the assignment is to develop Moodle e-learning modules for different categories of 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 within Government Authorities;
- Create a security culture across Government Authorities and keep on reminding employees about its importance and their contribution in that.



Expected outputs:

The report presenting the training course organization structure, including the evaluation tests, and implementation plan.

The content proposed to be included in the training courses, including the question banks:

- General Security Awareness
- Managers Security Awareness
- IT Administrators Security Awareness
- Application Developers Security Awareness

Approved training course content, including the question banks and evaluation tests, integrated in the Moodle e-learning system:

- General Security Awareness
- Managers Security Awareness
- IT Administrators Security Awareness
- Application Developers Security Awareness
- Piloting the training courses and evaluation tests

Updated training courses, including the question banks and evaluation tests, in the Moodle e-learning system, based on the feedback from piloting received during the training piloting

Subcomponent 2.3 IT Management and Cyber Security

MD-eGA-123371-CS-QCBS Consulting services to develop standards and procedures related to cyber security for Government Private Cloud Computing Platform and IT Management of the Government IT Infrastructure

The purpose of this assignment is to develop the Cyber Security Controls to be applied at Government Private Cloud Infrastructure level and IT Infrastructure Management standards and procedures to be used by the Government Authorities to manage and secure their IT infrastructure.



Expected outputs:

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

- Perform a review of current state of the Government Private Cloud Platform (MCloud) security, including the status of implementation of MCloud Security Architecture document (Executive Order of the Government General Secretary Nr. 380 from 03.11.2014).
- Develop a next version of the detailed cyber security and operation controls to be applied for MCloud
- Develop a guideline how to implement the defined controls;
- Develop recommendations regarding required amendments to legal framework to sustain the adoption and implementation;
- Perform one training session for up to 20 IT and Information Security employees of the government agencies that will pilot the implementing the defined controls.
- Develop on-line training module to be delivered using e-Learning System;
- Organize one workshops for up to 50 representatives of public service providers to present the results of the defined security controls and the implementation guidelines.

2. Preparing Standards and procedures for IT management

- Perform a review of current IT management process and standard applied by the piloting government agencies;
- Develop IT management standards and procedures to be applied by government authorities for managing the information systems and infrastructure
- Perform one training session for up to 20 IT and Information Security employees of the government agencies that will pilot the implementation of process and procedure;
- Develop on-line training module to be delivered using e-Learning System;
- Organize a workshop for up to 50 representatives of public service providers to present
- the results of the assignment, including developed procedures and standards.
- Develop recommendations regarding required amendments to legal framework as necessary.

Subcomponent 2.3 IT Management and Cyber Security

MD-eGA-123375-CS-CQS Consulting services to develop cyber security strategy, action plan, operation framework related to mobile devices management in the Government

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.

Expected outputs:

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.



Progress under Component 2 Digital Platforms and Services

Achieved status at the level of Intermediate Indicator 2.2

Intermediary indicator from RF: Module upgrades to digital infrastructure (MCloud, MConnect/MAccess, MPass, MSign, MPay, MNotify, MDelivery, public services portal, Registry of Authorization, and front office digitization)

Expected progress at the end of Project Year 1 (June 30, 2019): 3 upgrades to digital infrastructure

Achieved outputs:

1. **MConnect** MAccess service has been added to the Governmental Interoperability Platform (MConnect). Public launch on October 3, 2018. link to platform: <https://mconnect.gov.md/>
2. **MSign** Integrated Electronic Signing Service vs. 2.0 – on April 6, 2019, the new MSign version was launched. link to platform: <https://msign.gov.md/#/>
The following upgrades/new functionalities of MSign :
 - batch signing;
 - intelligent captcha;
 - new user interface;
 - PWA mode
3. **MPass**: two-steps authentication has been launched on March 1, 2019. link to platform: <https://mpass.gov.md/>

Component 3 Services Delivery Model Implementation

The aim of this component is capacity building of the staff of key Government agencies, based on the new citizen-centric model and digital administrative service delivery arrangements, implemented under Components 1 and 2.



Subcomponent 3.1: Institutional Capability Development

The subcomponent ensures that the required capabilities, structures, and human resources are in place and aligned to the improved and digitized business processes of selected services

Subcomponent 3.2: Capacity Development

The subcomponent supports effective learning and development system focused on the needs of the new model for administrative services, building on existing strengths and tools.

Subcomponent 3.3: Enhancing Performance in Service Delivery

The subcomponent aligns incentives with service delivery objectives, performance objectives and indicators will have to be defined, understood, and monitored for institutions, management, and staff.

Subcomponent 3.1 Institutional Capability Development

Procurement package MD-EGA-71861-CS-INDV Individual consultant to develop the methodology on capability assessment of service providers and capability development plan:

The objective of the current assignment is the development of the Methodology on the assessment of the institutional capabilities of service providers and identification of the necessary adjustments for the efficient implementation of the New Model of public services delivery.



Achieved results:

The Assignment was carried out during the period of 5th August 2019 to 20th December 2019. Implementation of the Assignment was structured into 5 stages and achieved 9 tasks.

1. **Kick-off and Inception report** –*accepted on September 03, 2019*
2. **Fieldwork and Analysis of Documents:** Development of a template of the Capability Development Plan-*carried out*
3. **Drafting Assessment Methodology-** The main focus was to assess the: Structures, Human Resources and Tools & Systems- *Plan approved on November 01, 2019.*
4. **Piloting of Assessment Methodology. The pilot report** *delivered on December 13, 2019*
5. **Finalizing the Assessment Methodology, Presentation and Workshop.** The Workshop on the Methodology on Capability Assessment of Service Providers and Capability Development Plan *took place on December 10, 2019* in Chisinau, 19 participants representing 3 service providers attended the workshop.

The average evaluation score of the workshop by the participants is 4.45 out of 5- mark assessment scale

The average score for each of evaluation criteria is 4 or above. The highest assessment is credited to trainer's knowledge about the topics (4.84), organization of training content (4.63), sufficiency of time allotted (4.63) and appropriateness of premises and technical support (4.63). Relatively lowest assessment was provided for participants interest into the topics and motivation to learn (4).

Positive scorings of the Training Evaluation Forms filled out in the end of the workshop suggested that the participants considered the event useful and well-organised, as well as assessed the trainer as competent

Public posting on:

<http://www.egov.md/ro/communication/news/atelier-de-lucru-integrarea-aspectelor-de-incluziune-sociala-participare-civica>

Subcomponent 3.1 Institutional Capability Development

Procurement package MD-EGA-123370-CS-INDV : 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 CUPS

The objectives of assignment are

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.

Expected outputs:

Objective 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 on December 13, 2019*
- Provision of **Recommendations Note** for the improvement of the draft Methodology especially from the perspective of its applicability on the national context
- Participation in Workshop and provision of informative support regarding national legal framework and experiences related to institutional performance management process
- Provision of 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

Objective 2

- 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
- Provision of the support to the working groups in the process of development of the institutional performance framework and the integrated drafts of the two institutional performance frameworks
- Development of two Action Plans for the implementation of the institutional performance frameworks.
- Issuance of the Informative Note for the Final Report



Subcomponent 3.1 Institutional Capability Development

Procurement package MD-EGA-123367-CS-INDV : International consultant to develop the methodology on performance framework development, implementation and assessment for service providers involved in the process of reengineering of public services and CUPS:

The objectives of assignment are:

1. To 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
2. 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 provider

Expected outputs:

Objective 1.

- Inception Report – *delivered*
- First draft of the Methodology on performance framework development, implementation and assessment for service providers involved in the process of reengineering of public services and CUPS - *planned for February 2020*
- Organize a workshop with relevant stakeholders to present the draft methodology, its practical application and to discuss and validate the potential bottlenecks and immediate actions- *planned for February 20, 2020*
- Present the revised draft of the Methodology that will include all the comments and recommendations from the State Chancellery as well as the inputs from the workshop-*planned for March, 2020*

Expected outputs: (continuation)

Objective 2.

- Training materials developed and one training for the relevant persons from Public Services Agency and National Social Insurance House organized
- Organizing two workshops for the development of the institutional performance framework for the Public Services Agency and National Social Insurance House
- Developing recommendations Note for improvement of the draft institutional performance frameworks and Action Plans for their implementation
- Developing and presenting the Final Report on the assignment to eGA.



Progress under Component 3 Services Delivery Model Implementation



Achieved status at the level of Intermediate Indicator 3.1

Intermediary indicator 3.1 from RF: Share of relevant staff from selected public authorities trained within the project in citizen-centric administrative service redesign

Expected progress at the end of Project Year 1: To train 95% of the identified public servants and other employees of selected public authorities

Achieved outputs: 100% of public servants trained from 95% planned - *20 people trained on citizen-centric administrative service redesign from 20 persons appointed (by providers from the Batch 1/Pilot)*



Progress to date:

- New Chief Operations Officer – on board
- PEF is being filled in for each staff member after the trial period;
- New accounting software for the project - in place, with on-going permanent minor adjustments;
- The physical inventory of the project fixed assets – completed;
- PPA and MGSP financial audit for the period 01.09.2017 – 31.12.2018 – completed.
- Communication Strategy – approved by the Bank.

Issues:

- Trilateral contracts for digitization – eGA to draft a template and approve it with the Bank;
- Request for MGSP restructuring, second level – eGA to submit the official letter to the State Chancellery;
- Revision of the Logical Framework indicators – part of MGSP restructuring request, along with the explanations on the necessity to adjust the methodology for data collection for PDO Indicator 3.