

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

**TERMS OF REFERENCE  
NATIONAL CONSULTANT – PROJECT MANAGER**

**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 Donor Trust Fund. In July 2016, the Government of Moldova has approved the Public Administration Reform Strategy for 2016-2020<sup>1</sup>, 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 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 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 select 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.

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

### **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.

### **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 Agency seeks to recruit an experienced National Consultant for the position of Project Manager to lead the development of a new e-governance product<sup>2</sup> (Government Electronic Authorization Service *MPower*<sup>3</sup>) and manage existing e-governance products (Government Electronic Authentication and Access Control Service *MPass*<sup>4</sup> and Government Electronic Signature Service *MSign*<sup>5</sup>), owned by eGA and contribute to enhanced access, efficiency and quality of electronic public services based on these new products.

## **III. Scope of Work**

The Project Manager will perform activities covering the full life-cycle (from project to product) of the assigned products, such as:

1. Lead the development and maintenance of the new product business case, containing, but not limited to the following information: product definition and description, product 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 gathering of the requirements from product potential beneficiaries (customers);
3. Lead the development and update of the administrative, technical and operational documents of the new product;
4. Initiate development and lead further necessary upgrades of the Product 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 in compliance with the eGA Project Management practices;
5. Lead the Product integration process with services, including those developed and re-engineered through MGSP;
6. Coordinate the performance of quality assurance of the developed Product, including its testing;
7. Manage inter-institutional arrangements for the development and proper operation of the Product;
8. Assess resources, including human, data, processes, etc. needed for continuous development and proper operation of the Product;
9. Budget the expenses related to the operation and continuous development of the Product;
10. Use efficiently the allocated resources for the operation and continuous development of the Product;
11. Ensure contract management with beneficiaries and suppliers;

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<sup>2</sup> For the purpose of this ToR, the term **product** stands for a shared, reusable e-service that has a clear-cut feature set and is oriented towards fulfilling specific functions for certain categories of users

<sup>3</sup> [https://www.legis.md/cautare/getResults?doc\\_id=121919&lang=ro](https://www.legis.md/cautare/getResults?doc_id=121919&lang=ro)

<sup>4</sup> [https://www.legis.md/cautare/getResults?doc\\_id=111589&lang=ro](https://www.legis.md/cautare/getResults?doc_id=111589&lang=ro)

<sup>5</sup> [https://www.legis.md/cautare/getResults?doc\\_id=110036&lang=ro](https://www.legis.md/cautare/getResults?doc_id=110036&lang=ro)

12. Coordinate planning and monitoring of the operational activities of the Product;
13. Ensure assistance to the beneficiaries in the use of the Product;
14. Participate in the preparation of the appropriate actions for launching the Product when appropriate;
15. Participate in the development of Product branding and promotion strategy;
16. Promote the Product to potential beneficiaries (customers);
17. Ensure gathering and analysis of the feedback from the Product's customers upon operation;
18. Monitor the market, including market competition;
19. Coordinate the work of technical, legal, financial, procurement team involved in the management of the assigned product;
20. Submit progress reports, proposals, technical documentation;
21. Perform day-to-day project management activities, including, but not limited to:
  - a) Develop, organize and keep project records based on PMI PMBOK standard<sup>6</sup> and eGA templates;
  - b) Estimate the resources needed to achieve project goals;
  - c) Maintain overall control of the scope, schedule, tasks and deliverables;
  - d) Maintain effective communication with all project stakeholders;
  - e) Manage project expectations with team members and other stakeholders;
  - f) Identify and manage project dependencies and critical path;
  - g) Proactively manage changes in project scope, identifying potential crises, and devise contingency plans;
  - h) Build and develop relationships with project stakeholders, vital to the success of the project;
  - i) Develop lessons learned, best practices and tools for project management;
  - j) Develop and deliver and present periodic progress reports to project stakeholders.

#### **IV. Outputs**

The Project Manager will be responsible for producing the following outputs:

- Complete project records, uploaded to eGA Knowledge Base
- Provide on-time full set of project- and product-related deliverables for:
  - o Government Electronic Authorization Service (MPower);
  - o Government Electronic Signature Service (MSign);
  - o Government Electronic Authentication and Access Control Service (MPass);
- Develop Quarterly Progress Reports.

The Project Manager, as the owner of the initial project and later on of a well formed product, will represent the e-Governance Agency in relation with the stakeholders and relevant partners.

#### **V. Timing**

This is a full-time assignment expected to commence in **November 2020** with a six-month trial period. The initial contract will be signed for a period of 12 months and can be extended subject to the Consultant's good performance and the same fee rate.

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<sup>6</sup> <https://www.pmi.org/pmbok-guide-standards/foundational/pmbok>

## **VI. Institutional arrangements**

The Consultant will work under the direct supervision of and report to the Chief Reengineering Officer/ Head of Services and Platforms Department. The Consultant will undergo an internal evaluation of performance using an individual standard Performance Evaluation Form that will be completed and updated by the Consultant, discussed with and approved by eGA, every 12 months. The first evaluation will cover the trial period.

## **VII. Resources**

The e-Governance Agency will provide working space, office equipment and communication facilities, as well as any other necessary means and support for Consultant to carry out this assignment.

## **VIII. Qualification requirements**

### ***Mandatory requirements***

- University degree in areas such as computer sciences, engineering, telecommunications, economics, business administration, public administration;
- Demonstrated experience in IT project management in public or private sectors (3 years), preferably using Agile practices;
- Demonstrated experience in managing development of enterprise-level ICT systems, preferably using agile practices;
- Familiarity with PMI Project Management Body of Knowledge (PMBOK);
- Familiarity with software development lifecycle, enterprise architecture, cloud computing and SOA concepts;
- Excellent communication skills, written and spoken, in Romanian and English;
- Excellent time-, team-, meeting- and conflict- management skills;
- Strong self-organization and planning skills;
- Autonomy and ability to work with minimum supervision.

### ***Preferred requirements***

- International certification in project management (PMP, PRINCE2 or equivalent) would be an asset;
- Knowledge of e-Government agenda would be an asset;
- Experience with development organizations and public-sector reform would be an asset.