

# **Modernization of Government Service Project**

**Project ID No. P148537**

## **TERMS OF REFERENCE**

### **for providing support in piloting and roll-out of the Unified Public Service Centers National Consultant - CUPS Operations Specialist**

#### **I. Background**

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

Therefore, one of the main objectives of the Public Administration Reform Strategy for 2016-2020<sup>1</sup>, and Government Action Plan 2021-2022 is the modernization of public services.

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

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

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

Although the Government has launched the reform of public services in 2014-2016 and has committed to digitize and provide online access to all public services by 2020, lack of capacity and expertise to perform re-engineering and process optimization remains a problem that prevents achieving this. Also, there is room for rationalization for 688 existing public services<sup>2</sup> by withdrawing from use the obsolete services.

To meet these challenges, the Government of Moldova is implementing, with support of the World Bank Group, the Modernization of Government Services Project – MGSP (2018 - 2023). Major results of the project include better quality, accessibility, and increased efficiency of selected government administrative services through reengineering and digitalization, strengthening the shared e-government and by ensuring that the institutional capabilities of key government agencies are aligned with and support the new model of public services delivery.

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

To bring government services closer to the citizens, the e-Governance Agency (eGA) has conducted a feasibility study for outsourcing the front-office segment of service provisions (this includes but is not limited to receiving applications for services and delivering the results

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<sup>1</sup> Government Decision [911/2016](#) (legis.md)

<sup>2</sup> Government Decision [670/2020](#) (legis.md)

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

of the service). As target institutions for outsourcing, **the local public administration (LPA)** has been deemed as the most appropriate from the point of view of legal framework readiness, infrastructure, capabilities and geographical coverage. Due to high number of citizens which are abroad, **Moldovan diplomatic missions and consular offices (MDOC)** have been deemed a feasible complementary option to the local public administration.

The National Council for Public Administration Reform has approved the public policy proposal on CUPS and has tasked the e-Governance Agency to pilot the CUPS concept in 22 locations (a mix of 17 LPAs and 5 MDOCs). The piloting process is expected to start in the first refurbished and newly equipped CUPS by the end of 2021.

Initially, 24 services provided by the Public Services Agency (PSA) and the National House of Social Insurance (NHSI) will be piloted through CUPS, with possibility to expand the list of service providers and services. It is expected that the piloting process will take about 9-12 months and, in case the legal, technical and economic feasibility of CUPS will be demonstrated during the piloting period, an additional number of at least 60 CUPS will be rolled out throughout the country and in diplomatic missions.

## **II. Objectives of the assignment**

An individual consultant - CUPS Operations Specialist - will be hired by eGA to provide support to the LPA Portfolio Manager who also serves as CUPS Coordinator in managing activities related to CUPS piloting preparation, piloting itself, and assisting in rolling out CUPS at national level.

## **III. Scope of work**

The CUPS Operations Specialist will support LPA Portfolio Manager in CUPS piloting and roll-out processes, including but not limited to the tasks listed below:

1. Support LPA Portfolio Manager in execution of contracts related to (a) refurbishment works to be undertaken at each target location, (b) furniture and equipment (c) visibility materials and other goods, as needed, for proper CUPS piloting and roll-up (if needed);
2. Support implementation of CUPS information system/FOD and ensure its compliance of with the operational procedures;
3. Provide inputs to development of training materials according to the Training Plan for CUPS Specialists, and provide support for training activities, including trainings on operating procedures for provision of selected services via the CUPS information system/FOD, short internships in the PSA and NHSI territorial offices, initial and post-trainings evaluation;
4. Provide inputs to eGA communication team related to CUPS-related communication & PR materials and support eGA communication efforts during CUPS piloting preparation and rolling out (for example online/offline targeted informative sessions for citizens, with a special focus on outreach to vulnerable or disadvantaged groups etc.)
5. Provide guidance and methodological support to CUPS Specialists and service providers during CUPS piloting and roll-out, revise and adjust as needed the operating procedures and the CUPS information system/FOD for provision of services selected to be piloted in CUPS;
6. Offer support CUPS specialists and service providers in providing selected services via CUPS, including just-in-time assistance and problem solving;
7. Organize knowledge sharing sessions among LPAs, in order to promote CUPS concept and improve CUPS operations;
8. Measure the key performance indicators related to CUPS piloting, support development of quantitative and qualitative research, to assess citizens' perception of the quality,

accessibility and responsiveness of services provided via CUPS, the levels of uptake, operational activity and productivity etc. and, together with LPA Portfolio Manager, adapt the piloting and rolling-out plan as needed to achieve the set targets;

9. Provide feedback to LPA Portfolio Manager in development of CUPS piloting evaluation report, outlining the main findings during piloting, recommendations for service delivery improvements, comparison between actual indicators and planned targets (for example, in terms of number of beneficiaries, degree of satisfaction, economic feasibility etc.) and proposals for further CUPS replication at national level.

#### **IV. Outputs**

The main outputs of the CUPS Operations Specialist include, but are not limited to:

1. Up-to-date piloting action plan;
2. Up-to-date operating procedures for selected services for piloting;
3. Up-to-date CUPS training plan, training materials and training reports;
4. Inputs to CUPS communication and PR materials;
5. Inputs to evaluation report at the end of piloting period;
6. Inputs to roadmap for CUPS institutionalization and roll-out at national level.

**Note:** Many of the outputs will not be produced by the CUPS Operations Specialist solely (e.g. operating procedures, trainings, legal framework), but they are included in this section as it is his/her responsibility to contribute to their development and final production and validate as being of appropriate quality.

#### **V. Timing**

This is a full-time assignment expected to commence in November 2021 with a three-month trial period. The contract may be extended subject to the Consultant's good performance and the same fee rate.

#### **VI. Institutional arrangements**

The Consultant will work under the direct supervision of and report to LPA Portfolio Manager. 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 (including access to the Internet), as well as any other necessary means and support for Consultant to carry out this assignment.

#### **VIII. Qualification requirements and evaluation criteria**

##### **Mandatory requirements**

- Demonstrated experience in project management in public or private sectors (3 years);
- Familiarity with working with the local public administrations;
- Demonstrated experience in multi contract management;
- Excellent communication skills, written and spoken, in Romanian and Russian;
- Excellent time-, team-, meeting- and conflict- management skills;
- Strong self-organization and planning skills;
- Autonomy and ability to work with minimum supervision.

**Preferred requirements**

- Experience in service provision, especially with regards to service quality management (public or private);
- Experience in supervision of contracts for training activities, procurement of goods and works;
- Knowledge of e-governance agenda;
- Knowledge of English language.

**ANNEX B****Reporting Obligations**

The following reports are linked to payment as stated in paragraph 3.C:

Quarterly reports on activities performed in line with the tasks assigned.

The Consultant will work under the direct supervision of and report to LPA Portfolio Manager.