

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

**TERMS OF REFERENCE  
NATIONAL CONSULTANT – ENTERPRISE ARCHITECT**

**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.

**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.

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

#### **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.

The MGSP project is designed to reuse centralized infrastructures and platforms developed by Government of Moldova within Governance e-Transformation Project and administered by Moldovan e-Governance Agency. Major reusable components of the e-government infrastructure are listed below:

- MCloud – private government cloud computing platform
- MConnect – data exchange platform
- MPass – government electronic identity service
- MSign – government digital signature service
- MPay – government payment service
- MNotify – government notification service
- MPower – government authorization service
- MLog – government journaling service
- Public Service Portal – government portal for public services for citizens and business.

In the context of public service reform, the Government is reviewing the existing infrastructures, platforms and centralized services (i.e. e-government infrastructure) in order to enhance them with new functionality as well as extend the infrastructure with brand new reusable components and services which will lead to better electronic public services. At least 10 upgrades to e-government infrastructure components are planned as part of MGSP.

#### **II. Objectives**

The Agency seeks to recruit an experienced local consultant for the position of Enterprise Architect (the Consultant) to perform activities related to e-government platform and service architecture.

#### **III. Scope of Work**

During the proposed period of performance, the Enterprise Architecture Consultant will work closely with the eGA core team in order to:

- Develop and maintain e-governance enterprise architecture as per international best practices;
- Document and maintain relevant architecture documentation for Agency's products;
- Participate in existing IT systems audits and validations of proposed technical specifications for new developments in public services digitization;
- Contribute to the development of digitization methodology, especially to non-functional requirements;
- Collaborate with product managers for continuous development of Agency's products;
- Collaborate with IT development and operations divisions in order to ensure agility, DevOps and cloud-native computing principles in products development and deployment;
- Participate in relevant procurement activities and reviews and drive vendors to deliver products that will be in line with e-government platform architecture and digitization methodology, including but not limited to: Semantic Catalog, MDelivery, MNotify, MPower, front-office digitization and public services portal;
- Provide technical trainings on issues related to platform-level services, at least once per quarter, for developers of information systems for public sector;
- Provide advice to EGA management on technology advancements, standards and technology governance;
- Other activities as requested related to meeting the EGA objectives.

#### **IV. Outputs**

The outputs of the Enterprise Architecture Consultant will include the following documentation and reports:

- Documentation on enterprise architecture processes;
- Guidelines for a minimum set of functional and non-functional requirements as part of the digitization methodology developed;
- Technical trainings materials on issues related to platform-level services developed and submitted;
- Quarterly Progress Reports submitted.

## **V. Timing**

This is a full-time assignment expected to commence in June 2020 with a three-month trial period. The initial contract will be signed until June 2021 upon positive performance during the trial period and can be extended subject to further positive evaluation of performance and the same fee rate.

## **VI. Institutional arrangements**

The Consultant will work under the direct supervision of and report to the Head of Automation and Integration Department of eGA.

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.

## **VII. Resources**

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

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

Mandatory qualifications:

- University degree in computer sciences, engineering, telecommunications or related fields;
- 7 years of Information Technology experience;
- 3 years of experience with enterprise application/systems architecture;
- 3 years of experience with all phases of SDLC methodologies, business process reengineering and functional analysis for complex technology applications for large scale systems;
- Experience with complex applications in different architectural environments;
- Good knowledge of SOA principles and technologies (SOAP and REST), Event-Driven Architecture and other integration methodologies;
- Good knowledge of UML and a CASE tool;
- Ability to effectively communicate and write in English and Romanian languages. Communication in Russian is an advantage.

Preferred qualifications:

- Experience in business analysis and technical implementation of IT solutions for public sector;
- Experience with architecture frameworks such as Zachman / TOGAF with proven track record of implementing and actively managing fundamental architectural frameworks, methodologies, and architectures;
- Experience with cloud-native computing principles and technologies (Kubernetes);
- Working knowledge of business process management, workflow and data mediation technologies;
- Ability to work effectively under aggressive deadlines and in challenging settings;
- Experience working in large organizations with cross-departmental teams.