

Modernization of Government Services Project
Project ID No. P148537

TERMS OF REFERENCE
FOR CHIEF DIGITAL OFFICER (CDO)

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 Trust Fund. In July 2016, the Government of Moldova has approved the Public Administration Reform Strategy for 2016-2020¹, 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 requested the World Bank's assistance for a PAR operation, that became effective in June 2018, called Modernization of Government Services Project (hereafter *MGSP* or *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 rolling out at national level; increasing public awareness on and advocacy for administrative services, with a particular highlight on e-services.

2. Digital Platform and Services

The main objective of this component is to digitize selected re-engineered government services; complete and strengthen a common infrastructure and mechanisms for rapid deployment of ICT-enabled public services; introduce government wide IT Management and Cyber Security standards and procedures. The component finances the procurement of additional shared computing infrastructure elements, digitization of services needed to deliver Government services electronically, as well as the development of a learning management system to mainstream the new digital infrastructure and the modernized services 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.

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

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. The Objective

The main objective of this assignment is to oversee and coordinate digitalization efforts of e-Governance Agency as part of modernization of government services and support the institution in managing all activities related to the coordination of the Project Implementation Department.

III. Scope of Work

The specific activities of Chief Digital Officer will include the following:

1. Lead the eGA towards achieving its vision and objectives related to digitalization;
2. Coordinate the Project Implementation Department within e-Governance Agency by: developing yearly action plans, drafting the internal Regulation of the Department, contributing to the eGA Action Plan, reporting upon necessity, budgeting necessary resources for the Department;
3. Guide, supervise and evaluate the personnel in the Department and participate in other relevant HR activities or planning for the Department;
4. Manage technology aspects of the public service modernization through setting digital policy and standards;
5. Oversee the customer-experience journey related to e-Governance infrastructure solutions and identify the requirements for developing in order to adapt them to the customers' needs;
6. Represent the eGA internationally and locally on digital governance;
7. Drive digital innovation and serve as a cross-functional change agent across the organization and within the Government;
8. Manage the eGA technical team, oversee the work of MGSP and other Consultants responsible for managing separate digitalization project components;
9. Develop and/or coordinate development of Concept Notes, Terms of References, Technical Specs, Bidding Documents, when required;
10. Participate in the evaluation and selection of consultants/ suppliers for eGA managed projects;
11. Manage the activities of the consultants/ suppliers and ensure relevance and quality of their outputs for technology-related activities;
12. Contribute to the IT related legal framework modernization by assisting Legal team in initiation, elaboration and promotion of legal framework changes/ updates;
13. Coordinate digitalization objective, short and long-term activities with other sectors such as re-engineering, operations, monitoring and organization administration;
14. Contribute to providing trainings, presentations on e-Governance infrastructure to sectorial CIOs and IT managers on coordinated projects as needed;
15. Contribute to building partnerships and alliances with private and public stakeholders, and implementation of an effective resource mobilization campaign for the modernization of government services.

III. Outputs

The outputs of the Chief Digital Officer will include the following outputs:

1. Action Plans for the yearly activity of the eGA Project Implementation Department, developed and submitted;
2. Internal Regulation of the eGA Project Implementation Department, developed and approved;
3. Semestrial and Yearly Report of the eGA Project Implementation Department, developed and submitted;
4. Proposals, comments, solutions for developed concepts, technical requirements and mechanisms for creative and effective use of ICT in pursuing eGA objectives, provided;
5. Proposals for enabling a user-friendly customer experience in what is related to e-Governance infrastructure solutions, developed and promoted;

6. Proposals and comments submitted, in the context of development of IT related legal framework;
7. Trainings, presentations on e-Governance infrastructure to sectorial CIOs and/or IT managers on coordinated projects, delivered;
8. New partnerships in the field of e-Governance and Digital Transformation, with private and public stakeholders, national or international relevant organizations established;
9. Quarterly Activity Reports, developed and submitted.

IV. Timing

This is a full-time assignment planned for **February 2022 – June 2023**.

V. Institutional arrangements

The consultant will report to and work under the direct supervision of the eGA Director.

The Consultant will undergo an internal evaluation of performance using an individual standard eGA Performance Evaluation Form that will be completed and updated by the Consultant, discussed with and approved by the eGA management every 12 months.

VI. 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.

VII. Qualification requirements and evaluation criteria

- University degree in areas such as computer sciences, engineering, telecommunications, economics, business administration or public administration;
- Have at least 7 years of experience in managing IT teams and launching digital platforms;
- Experience of working with Agile software development methodology;
- Experience of working with software development lifecycle, enterprise architecture, cloud computing and SOA concepts;
- Knowledge of the public services reform agenda in Moldova;
- Knowledge of Digital Transformation priorities established by the Government for 2022 and onwards, supported by relevant work experience;
- A strong visionary and leadership capacity and strategic thinking skills;
- Excellent communication skills, written and spoken, in Romanian, Russian and English;
- Excellent time-, team-, meeting- and conflict- management skills;
- Strong self-organization and planning skills;
- Previous experience with Ministers and other leading policymakers in the Government, heads of donor and private sector organizations would be a strong asset.