

Modernization of Government Services Project

Project ID No. P148537

Terms of Reference MPay Salary Operations Specialist

Individual Consultant

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 approved the Public Administration Reform Strategy for 2016-2020¹, that kept the modernization of public services delivery process among its main objectives.

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 objectives of the Government of Moldova for inter-sectorial digitalization 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.

In 2023, the Executive issued its governing National Development Plan 2024 – 2026² that sets modernization of administrative services and access of population to electronic public services as one of its major objectives. The Public Administration Reform Strategy 2023 – 2030³ reconfirms the determination of the Government to modernize the administrative service delivery system by improving access to public 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. The last, but definitely not the least, the Government Action Plan for 2024⁴ through its envisaged actions counts on MGSP support to continue expanding the development of electronic services and digital transformation at various inter-sectorial level.

Therefore, MGSP continues to play a very important role in achieving the high level objectives set up by the Government. The project aims to improve access, efficiency and quality of delivery of selected administrative services through the following components:

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

² <https://gov.md/sites/default/files/document/attachments/pnd-ro.pdf>

³ [HG126/2023 \(legis.md\)](https://legis.md/HG126/2023)

⁴ https://gov.md/sites/default/files/document/attachments/pag_2024-27.12.2023.pdf

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 digitalize 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.

4. Project Management

This component supports the Project Implementation Unit (PIU), based in the e-Governance Agency (eGA) and ensures the activity of the core e-Governance Agency team.

Current situation in the sector

The Government Electronic Payment Service MPay is a fintech tool that ensures interaction of the citizens with the state, various authorities with the state, for payments in and from the state budget.

Starting with 2013, when MPay service was established, the collection of millions of payments valuing tens of billions of MDL was directed to the state budget. MPay completely changed the collection process from citizens, and allowed payment anywhere, anytime and through any payment method licensed in the Republic of Moldova. And for public service providers, a possibility of interaction was created with only one gateway, which allows receiving information about the instant payment collection, regardless of the payment method.

In 2020, the Government approved the decision that brought a new segment to MPay, namely the distribution of social benefits to citizens from the state. This challenge was a successful one and allowed the citizens freedom to choose where to receive social benefits, without being limited. and for the payment distributor, a unique distribution process was created through interaction with only one gateway.

MPay demonstrated its effectiveness in distributing payments from the state budget/social insurance to beneficiaries, by reducing the effort on the part of service providers distribution, the transparency of transfers of financial means and the convenience of citizens to benefit from these services, including the possibility to manage associations/disassociations on their own accounts via MCabinet.

According to the last amendments to the Law nr. 270/2018⁵ on salaries in the budget sector, starting with January 01, 2024 the distribution of salaries paid in the budget sector will be made based on the Government Electronic Payment Gateway MPay. By implementing the new salary payment distribution model, the Government aims to:

- Implement a unique model (contractual, financial, technical) for the distribution of salary payments in the public sector through payment service providers using the service MPay;

⁵ https://www.legis.md/cautare/getResults?doc_id=119781&lang=ro

- Reduce the operational effort of public authorities and institutions and enable automation activities related to salary payments;
- Exclude additional contracts with payment service providers for the distribution of salary payments (salary projects). Authorities and public institutions using the MPay service will no longer have the need to annually conclude contracts, the respective contractual relations will be established by trilateral agreements signed between the e-Governance Agency (owner of the MPay service), the Ministry of Finance (mandated participant) and payment service providers;
- Reduce the effort of the financial subdivisions within the public authorities and that of the service providers, as MPay service is integrated with the Information Systems owned by the payment service providers and data exchange is carried out in an automated mode;
- Offer a free choice mechanism to all employees in the public sector, as after the application of the new distribution mechanism, they will have the right to select the offers and services of any payment service provider integrated with MPay, without being constrained by any distribution contract (salary bill) with a payment service provider, signed by their public authority.

As per the data collected by eGA there are going to be approx. 2,600 public institutions and approx. 300,000 salary beneficiaries whose salaries will be distributed via MPay already in the first months of 2024.

II. Objective of the Assignment

The e-Governance Agency seeks to recruit an experienced national consultant to fulfil the position of **MPay Salary Operations Specialist** (*hereafter the Consultant*) thus, ensuring the necessary support to the eGA effort to distribute budget salaries via the Government Electronic Payment Gateway MPay.

III. Scope of work

The Consultant is expected to conduct the following activities:

- Ensure the operation of the salary payment distribution process through MPay and continuously monitor this process by applying necessary corrective or preventive actions;
- Ensure the contracting process and contract management with distribution service providers and payment service providers, for the purpose of distributing salary payments via MPay;
- Ensure the process of technical connection of distribution service providers and payment service providers to MPay for the purpose of distributing salary payments;
- Coordinate on eGA behalf the activity of the support team within the Government IT and Cyber Security Service, regarding the process of distribution of salary payments and the settlement of all support requests;
- Ensure the debiting of financial means within MPay, on time and in full volume;
- Ensure the protection of personal data processed through MPay for the purpose of distribution of salary payments;
- Support the implementation and compliance of the process procedures of MPay with respect to the process of distribution of salary payments;
- Participate in the identification of risks regarding the operation of MPay and propose and support the implementation of risk prevention actions, in the context of the distribution of salary payments through MPay;

- Propose upon necessity the development of new functionalities within the MPay service, the salary payment distribution component, to reduce error resolution and continue process improvement;
- Provide support in other MPay related tasks as required by eGA.

IV. Outputs

MPay Salary Operations Specialist will be responsible for producing the following outputs and deliverables:

1. Salary payment distribution process through MPay is completed monthly, with no impediments.
2. Contracts with distribution service providers and payment service providers, for the purpose of distributing salary payments via MPay, are timely and successfully managed.
3. Coordination between eGA and the support team within the Government IT and Cyber Security Service, regarding the process of distribution of salary payments via MPay, is timely ensured.
4. Debiting of financial means within MPay, is ensured on time and in full volume.
5. Personal data processed through MPay for the purpose of salary payments distributions, is strictly protected.
6. MPay process procedures with respect to salary payments distribution, are fully compliant.
7. Quarterly Activity Reports with a separate Annex providing monthly statistics related to salary payments distribution via MPay, submitted.

V. Timing

The contract will be signed for up to 14 months, starting with March 2025.

VI. Reporting requirements

The Consultant will work under the direct supervision of and report to the Head of the MPay Unit, eGA Digital Platforms Department.

The Consultant will undergo an internal evaluation of performance using an individual standard eGA Performance Evaluation Form that will be completed after a 3-month-trial period.

VII. Consultant's qualification and experience

The Consultant must meet the following qualification requirements:

Mandatory

1. Higher education in the field of Economics, Finance or IT;
2. Work experience in the national banking or financial sectors, or other closely related sectors in a financial position, for at least 3 years;
3. Fluency in Romanian and Russian languages;
4. Experience in communicating with different beneficiaries and partners.

Preferred

5. Work experience in salary projects in the national banking sector for at least 1 year would be a strong advantage;
6. Experience with or knowledge of the MPay Service;
7. Flexibility, problem solving attitude and analytical thinking;
8. Familiarity with Moldovan e-governance infrastructures and services would be an asset.
9. Ability to effectively communicate and write in English would be an asset.