

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

**TERMS OF REFERENCE  
FOR SENIOR MONITORING AND EVALUATION 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.

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 2016-2020, 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 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.

In 2021, the new Executive issued its governing Programme "Establishing Good Times for Moldova" and set modernization of at least 100 administrative services and access of 100% of active population to electronic public services as some of its objectives. The Government Action Plan 2021 – 2023 through its envisaged actions 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.

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. 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

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

<sup>2</sup> [https://www.gov.md/sites/default/files/document/attachments/programul\\_de\\_activitate\\_al\\_guvernului\\_moldova\\_vremuril\\_or\\_bune.pdf](https://www.gov.md/sites/default/files/document/attachments/programul_de_activitate_al_guvernului_moldova_vremuril_or_bune.pdf)

<sup>3</sup> [https://www.gov.md/sites/default/files/document/attachments/pag\\_2021-2022\\_ro.pdf](https://www.gov.md/sites/default/files/document/attachments/pag_2021-2022_ro.pdf)

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 the core e-Governance Agency team.

## **II. Objectives**

The Agency seeks to engage a local specialist - Senior M&E Consultant, to:

- a) monitor and evaluate activities related to MGSP and contribute to institutional strategic and yearly planning of the eGA;
- b) mainstream citizen centricity and social inclusion principles in the provision of public services.

## **III. Scope of Work**

The Consultant will perform the following activities related to

Objective a) - monitor and evaluate activities related to MGSP and contribute to institutional strategic and yearly planning of the eGA:

1. Participate in the process of strategic and yearly planning of the eGA along with the Head of M&E Unit and correlate all activities with the MGSP framework;
2. Elaborate, internally consult, pass through validation and approval procedures, adjust, update, and implement MGSP M&E Plan;
3. Draft reports and informative notes on MGSP Progress for the WB, State Chancellery and the Agency's Management Board / MGSP Steering Committee and update regularly the MGSP Results Framework;
4. Ensure full-cycle contract management of National Annual Surveys on Citizen Perception, Support and Uptake of e-Governance and Modernization of Governmental Services;
5. Ensure the operational work related to the range of surveys and other citizen and partners feedback collection mechanisms and tools (questionnaire drafting, implementation/performance, results extraction and processing, validation, presentation or issuance in the required form), as relevant to the initiatives implemented within MGSP;
6. Develop in collaboration with e-LPA Portfolio Manager and CUPS Coordinator the M&E Frameworks for the CUPS (Unified Centres for Service Provision) and the Government Client Support Service to be implemented under MGSP (covering the administrative sources- and the citizen feedback-generated data sources);
7. Ensure the constant monitoring of the M&E frameworks and periodic reporting on the relevant indicators' dynamics, embedding M&E conclusions into the strategic planning and project management processes;
8. Perform, according to the M&E Plan provisions, the self-evaluation of the MGSP;
9. Provide input and relevant support to the MGSP-afferent external evaluations;
10. Transmit MGSP-related data for the purpose of the compilation of eGA answers to international and national surveys;
11. Provide support to eGA management, Head of eGA M&E Unit and other MGSP team-members in the context of reengineering, digitization, MGSP products more granular M&E Frameworks' implementation, communication, citizen engagement, social inclusion, performance management, HRM, and other relevant efforts within the Project;

12. Act as Focal Point in relevant task forces and working groups established at the national and international levels when connected to the MGSP scope;
13. Contribute with relevant expert input to the development of the national Performance Evaluation Framework in the context of Governmental Services Reform, in partnership with the State Chancellery and Agency for Public Services.

Objective b) - mainstream citizen centricity and social inclusion principles in the provision of public services:

14. Participate in the development of the narrative description of the life scenarios including associate public services, with focus on gender and social inclusion. Contribution to the development of the normative framework and, publication of the life scenarios on the Public Services Portal;
15. Review/update the package of deliverables on gender mainstreaming and citizen engagement and social inclusion framework developed under MGSP in 2019;
16. Facilitate co-creation of training curricula and tools necessary to build capacities of national service providers and LPA representatives by embedding the user-centered principles in public services provision. Coordinate the implementation of training curricula for central and local public authorities, including CUPS teams.
17. Facilitate co-creation, development and application of guidelines for mainstreaming the gender, citizen centricity and social inclusion principles.
18. Provide support to e-LPA Portfolio Manager and CUPS Unit in drafting a Roadmap for CUPS establishment, ensuring that monitoring and evaluation, citizen engagement, social inclusion aspects are considered.

#### **IV. Outputs**

Senior M&E Consultant will be responsible to produce the following outputs:

- Content contributions to the strategic and yearly planning of the eGA and their correlation with MGSP framework;
- MGSP M&E Plan updated and implemented, including adjustment of the indicators;
- Progress Reports on MGSP implementation, developed and timely submitted;
- Surveys' questionnaires, online surveys performed;
- Surveys' results processed and issued;
- M&E framework for CUPS developed and implemented;
- M&E framework for Government Client Support Service (GCSS) developed and implemented;
- Indicators relevant to M&E frameworks for CUPS and GCSS timely reported;
- Project materials for MGSP-related external evaluations provided;
- MGSP materials for national and international surveys provided;
- Content contributions to the development of the narrative description of the life scenarios including associate public services, with focus on gender and social inclusion;
- Revision and content contribution to the normative framework and publication of the life scenarios on the Public Services Portal;
- Trainings curricula and tools necessary to build capacities of national service providers and LPA representatives developed;
- Guidelines for embedding gender, citizen centricity and social inclusion principles in the process of public services provision, developed and implemented;
- Indicators on gender, social inclusion and citizen engagement as part of the Roadmap for CUPS establishment developed.

## **V. Timing**

This is a full-time assignment expected to commence in **August 2022**.

## **VI. Institutional arrangements**

The Consultant will work as part of the eGA team. The Consultant will report to and work under the direct supervision of the Chief Administrative Officer. For tasks and outputs related to CUPS, the Consultant will work in tandem in the e-LPA Portfolio Manager and CUPS Unit.

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 eGA management, every 12 months or upon necessity.

## **VII. Resources**

The Agency will provide working space, office equipment and communication facilities (including access to the Internet), as well as any other necessary means and support to the Consultant in order to carry out this assignment.

## **VIII. Qualification requirements**

### **Mandatory qualifications**

- University degree in social sciences, public administration, political sciences, international relations, or other related fields;
- Minimum of 3 years of relevant work experience in monitoring and evaluation or performance management sphere in organizations or projects related to reform processes implementation, public policies in various branches of national economy;
- Minimum of 3 years of experience of collaboration with ministries, leading policymakers of the central and local public authorities in policy document elaboration, strategic planning and general project management;
- Experience in M&E framework development, progress reporting;
- Experience in data collection, data systematization, etc.;
- Ability to effectively communicate and write in English and Romanian languages.

### **Preferred qualifications**

- Experience in planning, negotiation and implementation of qualitative and quantitative research consultancy contracts with consultancy and research firms or individual consultants would be strong advantage;
- Experience in the coordination of national surveys would be strong asset;
- Experience in embedding gender and social inclusion aspects in the national policies or other documents of strategic importance would be a strong asset;
- Prior professional experience with international, regional, or bilateral World Bank and/or other donors-funded projects would be an asset;
- Knowledge of the Moldovan Government setup and good knowledge of the Government agenda for digital transformation and modernization of government services would be a strong asset;
- Knowledge of Russian is much preferred.