

Modernization of Government Services Project

ID No. P148537

TERMS OF REFERENCE

Capacity building activities for central and local public authorities to apply

Citizen Centric and Social Inclusive approach to Service Design and Delivery

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 new Executive issued its governing National Development Plan 2023 – 2025² that sets modernization of administrative services and access of population to electronic public services as one of its major objectives. The recently approved 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. 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

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

² [HG89/2023 \(legis.md\)](https://legis.md/HG89/2023)

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

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 context:

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 of the service). The local public administrations (LPAs) were deemed as the most appropriate from the point of view of legal framework readiness, infrastructure, capabilities, and geographical coverage.

At the end of 2021 – early 2022, following the provisions of the Government Decision No. 322 as of 10.11.2021⁵ referring to the piloting of the Unified Centers for Public Service Delivery (CUPS), eGA established CUPS in 17 LPAs. Initially, 30 services provided by the Public Services Agency (PSA) and the National House of Social Insurance (NHSI) were piloted through CUPS with the possibility to expand the list of Service Providers and services.

Between June 2022 – August 2023, the CUPS network was extended all over Moldova through additional 83 centers. Starting with July 2024, 100 CUPS are operating fully in the country. The number of electronic services delivered through CUPS increased from 30 to 64, now also including services provided by the National Archives Agency, Real Estate Cadaster, Energy Efficiency Agency, Ministry of Labour and Social Protection, etc.

According to the National Development Plan 2024-2026⁶ launched by the Government of Moldova, the CUPS network is planned to be extended to 200 Centers, aimed to be established by 2030⁷. Taking into account the increasing number of CUPS, appropriate capacity building activities are needed for the Specialists working in these Centers.

Having CUPS onboard, along with many other competences and attributions of the LPAs, eGA is co-creating the eLPA Portal together with the LPA representatives. This is a new tool that would ensure rapid access to data from state information resources/ registries and the use of government platform services. eLPA Portal will also contribute to the rationalization of LPA activity, to the optimization of work processes and, as a result, to the provision of qualitative and timely public services increasing and facilitating the access of citizens to local services.

⁵ <https://gov.md/sites/default/files/document/attachments/subiect-06-nu-59-cs-age-2023.pdf>

⁶ https://www.legis.md/cautare/getResults?doc_id=141019&lang=ro

⁷ LPAs willing to set up a CUPS in their locality have to comply with the Government Decision No. 240/2023 regarding the Regulation on setting-up and operating of CUPS and the Order of the eGA Director No. 3005-55 dated 13.10.2023 regarding the minimum standards on organizing CUPS activity.

LPA employees, including CUPS Specialists, and public servants in charge with public services provision from partner entities such as Public Services Agency (PSA), National House of Social Insurance (NHSI)), require additional knowledge (including a unified approach to training) regarding the use of methodologies and tools that would ensure an effective service design and delivery process and appropriate response to the needs of the population.

To respond to this challenge, the eGA seeks to hire qualified training services for capacity building in Citizen Centric and Social Inclusive Service Design and Delivery (in public sector) as one of crucial factor in advancing the implementation of the digital transformation agenda at local level.

II. Objective of the assignment

The main objective of the assignment is to develop capacities of local public authorities, CUPS Specialists and public servants in charge with public services provision to apply Citizen Centric and Social Inclusive Service Design and Delivery in their activity.

III. Scope of Work

E-Governance Agency of Moldova is seeking for a Consulting Firm to provide basic training course on Citizen Centric and Social Inclusive Service Design and Delivery that should equip participants with implementable tools, frameworks, and strategies to keep the citizen at the core of their services. The participants should learn about basic concepts and should acquire general knowledge about design thinking and useful methods to improve the design and delivery of public services.

To attain the defined objective and scope of work, the Consulting Firm will perform the following tasks:

Task 1: Develop training materials and training kits for:

a. 1 day (8 academic hours) theoretic session on:

- Citizen Centric and Social Inclusive Service Design and Delivery – concept, definitions, guiding principles, benefits and key elements
- Applicable Methodology for Citizen Centric and Social Inclusive Service Design and Delivery
- Stages of Service Design and Delivery Process
- Design thinking, tools, and examples to make services more inclusive and responsive to citizens' needs.

b. 1 day (8 academic hours) practical session on:

- Methods, tools, and examples of interaction with the citizens (community level, regional level, and national level) to ensure Citizen Centric and Social Inclusive Service Design and Delivery.
- How to combine public feedback, statistical analysis, and internal data to increase public satisfaction and reduce costs.
- When, how and with whom to rethink service delivery.

The training materials will include handouts and presentations, theoretical and practical tools to be used during the training. Besides specific subjects, the kit will also include information on access to relevant webpages.

The Consulting Firm will compile a Glossary of terms with a clear focus on e-Transformation/e-Governance, which will be distributed in electronic format to all participants.

Task 2: Conduct training sessions for at least 150 participants, divided into 6 groups of max 25 persons each, 16 academic hours per group split in two days (1-day theoretic session and 1-day practical session).

Assess the knowledge level of participants at the beginning and end of the training course through a written test. The report on delivered training should include the results of the knowledge assessment, observations, lessons learned and recommendations for the participants and eGA.

Ensure an interactive and participatory learning environment, individual work, and exercises in groups.

Certificates will be issued based on successful completion of the training course, after each training session of 16 academic hours.

Task 3: Develop Good Practice Guidelines.

Good Practice Guidelines (GPG) will contain standard framework, structure of a good practice, methods and tools to be used when collecting the good practices, recommendations on how to effectively interact with citizens to collect relevant information, tips and tricks.

IV. Deliverables

The deliverables expected under this assignment are specified in the table below.

No.	Deliverables	Tentative timeframe/deadline
1.	Inception report including the timetable of activities and implementation plan to be carried out by the Consulting Firm and the methodology to be applied for efficient and useful trainings required as per the objective of this assignment.	In two weeks from the contract signing.
2.	Training Kit (Curriculum and training materials, training agenda, questionnaires for the assessment of the knowledge level) designed and provided in electronic format in Romanian.	In two weeks from the acceptance of the Inception Report.
3.	Training courses delivered in Romanian, according to Tasks 1 and 2 described in chapter III. Scope of Work.	September - October 2024.
4.	Report on the delivered trainings, which will include results of the knowledge assessment, observations, lessons learned and recommendations, provided in electronic format in Romanian.	In two weeks from the finalization of the training sessions.
5.	Good Practices Guidelines (GPG) co-created and provided in electronic format in Romanian developed as described under Task 3.	In two weeks from the finalization of the training sessions.
6.	Final report which will include recommendations for Citizen-centric service design and delivery (at the local and national level) in the context of the Republic of Moldova based on the observations acquired during the trainings. The document shall be provided in electronic format, in Romanian. All training materials and toolkits developed will be part of the final report in electronic format.	In four weeks from the finalization of the training sessions.

V. DURATION OF ASSIGNMENT

The estimated contracting period for this assignment is July 2024 – February 2025.

VI. INSTITUTIONAL ARRANGEMENTS

The Consultant will cover the costs for:

1. Accommodation of the participants coming from outside Chisinau (approx. 150 trainees, divided into approx. 6 groups) for 1 night, including:
 - 2 coffee breaks for each training day, breakfast and dinner;
 - training room;
 - equipment (needed for the trainers and trainees) and printing of training materials.

It is preferable that the hotel is located downtown at an approx. 20 minute-walking-distance from eGA office (134, Stefan cel Mare si Sfânt blvd.)

The copyright for all materials produced during this assignment will belong exclusively to the eGA. Training materials will be re-used and shared widely.

eGA will provide support in a) informing of/inviting the trainees to the training courses; b) attendance monitoring.

The Consultant will work under the supervision and coordination of the LPA Portfolio Manager.

VII. QUALIFICATIONS FOR THE ASSIGNMENT

Minimum requirements for the Consulting Firm:

- Demonstrated successful experience in developing tailor-made training programs meeting client needs (at least 4 years).
- Demonstrated experience in conducting training activities, coaching *for public servants* in areas related to at least one of the following:
 - Governance, leadership, efficient communication
 - Change Management
 - Business Process Reengineering
- Experience in delivering training in Citizen Centric and Social Inclusive Service Design and Delivery *would be an asset*.
- Experience in working with international organizations (successful experience with World Bank and/or UN agencies) *would be an asset*.

The Consulting Firm must have staff qualified in performing the capacity building activities focused on Human-centered and Social Inclusive Service Design and Delivery.

Key experts have a crucial role in implementing the contract. These terms of reference contain the required key experts' profiles. The Consultant Firm shall submit CVs and Statements of Exclusivity and Availability for the following key experts:

- Key Expert 1: Team Leader/ Trainer
- Key Expert 2: Trainer

1. Team Leader – shall be responsible for overall coordination of the team activities carried out under the assignment and will be responsible for the submission and approval of all deliverables. The Team Leader is expected to be self-sufficient and conduct him/herself in the highest professional manner with the stakeholders and partners, and meet the following qualification criteria:

- University degree
- Experience in developing tailor-made training programs meeting client needs, coaching and delivering training courses (during at least 4-5 years).
- Experience in coordinating at least two training programs/projects implemented in or in partnership with the public sector institutions.

- Experience in writing and editing texts, content development.
- Excellent written and oral communication skills in Romanian and good command of English.
- Proven knowledge of the public sector and LPA is desirable.
- Experience in working with international organizations (successful experience with World Bank and/or UN agencies) would be an asset.

2. Trainer – shall cooperate with the Team Leader in developing the training materials. S/he is expected to be self-sufficient and conduct him/herself in the highest professional manner with the stakeholders and partners, and meet the following qualification criteria:

- University degree.
- Certified in Citizen Centric and Social Inclusive Service Design and Delivery.
- At least 5 years of experience in teaching, coaching and delivering practical skill-oriented training.
- At least 4-5 training courses provided in Citizen Centric and Social Inclusive Service Design and Delivery.
- At least 2 training courses for delivering practical skill-oriented training in **the public sector**.
- Excellent written and oral communication skills in English, Romanian - preferable.
- Experience in working with international organizations (successful experience with World Bank and/or UN agencies) would be an asset.

The Consultant can also involve other non-key staff responsible for relevant supporting activities (logistics for the training).