

Terms of Reference

Job title:	National Consultant on applying e-governance tools in local service provision
Duty Station:	Chisinau Moldova
Section/Unit:	Joint Integrated Local Development Programme
Type of Contract:	Individual Contract
Starting Date:	10 March 2015
Duration of Assignment:	9 months, estimated workload 160 days

Job Content

I. BACKGROUND

General Background:

Within the broad agreement on the UN assistance priorities in Moldova, Government of Moldova in partnership with the UNDP and UN Women are implementing the Joint Integrated Local Development Programme (JILDLP) funded by the Governments of Denmark and Sweden. The Programme purpose is to support better and equitable service provision and sustainable local development, facilitated by the improved legal and institutional framework resulting from the implementation of the National Decentralization Strategy.

The Programme is providing central and local public authorities with the support mechanism to implement the national decentralization priorities, and is following two direct objectives:

- To support the Government in improving the policy and legal framework as mandated by the National Decentralization Strategy to ensure local autonomy, availability of resources, and more effective local management for better and equitable service provision.
- To improve the capacity of Local Public Authorities/LPA to deliver efficient, equitable and accessible local public services, to facilitate sustainable development and foster social inclusion.

Both JILDLP areas (central and local) emphasize the national ownership and strengthening capacities at the local level to speed up economic recovery, reduce poverty and inequality, and ultimately supporting the achievement of MDGs. The Programme interventions are applying a human rights-based approach, gender mainstreaming and women's empowerment, in line with the national development targets, while responding to the challenges of EU integration driven reform.

The interventions at the local level will aim at developing models of operational local governments – 'champions of change' – by providing support to implement changes in the operation and structure of local governments in line with the changes brought by the Governmental strategy. JILDLP will assist LPA in improving their capacity and operations, will support target communities and their local authorities to provide quality public services to achieve sustainable economic and social development, in the main areas affected by the Decentralization strategy.

Specific Background:

One of the objectives of Moldovan Decentralization Strategy is that LPAs provide local services according to the needs and demands of the beneficiaries – including with respect to the rights of the vulnerable groups- and functions effectively, efficiently, equitably – and following fiscal discipline. In this respect, the measures in support of the vulnerable groups, as part of the enabling and non-discrimination policies, become key-factors for improving access and quality of public services for all.

According to the Strategic Program for Governance Technological Modernization (e-Transformation), by 2020, the Government will become more transparent, more efficient and more responsive, due to intelligent investments in information technologies and their massive use in public sector.

The Electronic Government Center (eGC) under the State Chancellery, responsible for developing and implementing the government technologic modernization agenda, initiated the e-transformation of public services provided by national authorities through the Portal of Public Services to Citizens and Businesses www.servicii.gov.md, launched in May 2012, which has both an informative and an interactive character. Currently the Portal provides information on 331 public services rendered in an offline regime, as well as access to 78 e-services.

In cooperation with eGC, JILDLP performed a complex and comprehensive baseline survey in all 30 target communities, assessing the level of information and participation of communities in the local decision-making process, their satisfaction with local governments' performance and public services. The study assessed local public administrative services which provision can be significantly improved using IT tools. According to the study results, over 50% of the respondents were satisfied with local public services and consider them fast and efficient, with high potential for e-transformation. About 50% of rural population has access to computers, which means that there is significant potential for using local e-services. The assessment also informed further programmatic activities on e-governance development at local level during 2015. In the same line of activity, using innovative tools like 'design thinking', the JILDLP started the exercise of local public service re-engineering in one of its communities, in cooperation with the MiLab/UNDP.

II.SCOPE OF WORK

The overall objective of the **National Consultant on applying e-governance tools in local service provision** (hereinafter Consultant) assignment is to provide substantive expertise in implementation and monitoring JILDLP initiatives in the field of local public services modernization by applying re-engineering, digitization, design-thinking and other innovative/e-methodological approaches.

More specifically, the Consultant will provide support for the implementation of the following activities:

1. Re-engineering of at least 3 local services using IT tools, from their conceptualization to piloting in specific LPAs

Based on previously conducted by JILDLP assessment of local governments' capacity and willingness to adopt e-governance tools and citizens' readiness to use e-services, there several public administrative local services that can be re-engineered were identified. The consultant will support piloting the re-engineering of at least three local public services and implement them in cooperation with the E-Government Center in JILDLP target communities. In order to achieve this, roadmaps for each of these services will be developed, consultations with relevant ministries/central authorities will be conducted and specialized companies will be contracted with the support of the Consultant. The consultant will produce the Terms of Reference for contracted companies to conduct feasibility studies and/or to implement the technical solutions.

2. Pilot Integrated internal document management systems in at least 5 selected JILDLP target local governments

The consultant will support JILDLP in selection of at least 5 pilot communities (based on elaborated criteria) and elaboration of the design and implementation of an automatic system of document exchange. The system will ensure transparency of the decision-making process and increase citizens' access to local public services. More specifically, the consultant will develop a detailed analysis of the workflow and types of documents, containing detailed information on workflow, users and roles, all types of documents and related issues, security principles based on users' rights and roles, the plan on information security from the logical and physical point of view. The consultant will develop Terms of Reference for contracted company to implement technical solution and will assist in system designing and piloting; will ensure synergy with national databases (in term of facilitating interoperability etc.) and webpages of LPAs. The

Consultant will provide technical assistance to the LPAs in the operating the systems, including training. The Consultant will cooperate with central authorities and development partners to propose and implement solutions to ensure legal application and replicability of the elaborated system to all Moldovans LPAs.

3. Support implementation of at least 5 grants for testing/piloting innovative solutions in JILD P target communities

The Consultant will support JILD P to organize a competition among JILD P target communities and to provide seed funding to LPAs with pioneering and creative innovative ideas for better public service delivery at local level. The Consultant will support JILD P target communities in identifying innovative service delivery ideas, including by applying 'design thinking' methodology and preparing application packages. The Consultant will support JILD P in conducting the evaluation of the applications, including methodologically; will guide 5 LPAs in implementing project proposals (up to \$5 000 each). The Consultant will prepare lessons learned for further replication of the piloted services.

4. Support the development of an e-learning platform for the newly elected officials training, to be designed in cooperation with APA

Following the local elections from 2015, JILD P plans to build the capacity of newly elected officials through an e-learning platform, to be developed in cooperation with the Academy of Public Administration. JILD P has an extensive experience in organizing one-day orientation session for all newly elected local officials during 2007 and 2011, therefore all necessary training methodology and materials will be adjusted by the Academy of Public Administration (APA) in a suitable format to be provided on-line. The Consultant will support JILD P team and APA to conceptualize the e-platform, to contract and guide the specialized company to implement the e-platform. The Consultant will conduct consultations with all relevant stakeholders in order to ensure wide use of the e-learning platform by newly elected officials.

Related to the above-mentioned tasks, the Consultant will coordinate the development of concepts, roadmaps, technical requirements and mechanisms for; will participate in tender evaluations and provide continuous coaching and guidance to implementing companies under the JILD P E-Government component. The Consultant will liaise with project stakeholders on an ongoing basis; will work with and provide feedback to the JILD P team; E-government Center and other actors active in the sector; the MiLab/UNDP will be consulted/informed for initiatives regarding 'design thinking'. The Consultant will organize and participate in technical meetings internally and externally with counterparts, as appropriate, including study visits.

III. TASKS, DELIVERABLES, ESTIMATED WORKLOAD, TIMEFRAME AND OTHER ARRANGEMENTS

The assignment will require the completion of the following tasks:

Tasks and Deliverables	Estimated workload (days)
Task 1: Re-engineering of selected local public services using IT tools Deliverables <i>1.1. Roadmaps for re-engineering of three local public services (by end of March);</i> <i>1.2. Consultations with relevant ministries/central authorities for re-engineering of three local public services (by end of March);</i> <i>1.3. Draft Terms Reference for contracted companies to conduct feasibility studies and to implement technical solutions for re-engineering of three local public services (by end of April);</i> <i>1.4. Three local public services re-engineered; experience shared for replication (by end of August);</i> <i>1.5. Continuous coaching provided to implementing companies.</i>	30

<p>Task 2: Pilot Integrated internal document management systems in at least 5 selected JILDP target local governments</p> <p>Deliverables:</p> <p>2.1. List of at least 5 pilot communities to implement and Integrated Document Management System (by end of March);</p> <p>2.2. Roadmap for the implementation of Integrated Document Management System and supported implementation(by end of March);</p> <p>2.3. Analysis of the workflow and types of documents conducted in 3 JILDP communities (by end of April);</p> <p>2.4 Draft Terms of Reference for contracted company to implement technical solutions for implementation of and Integrated Management System (by 15 May);</p> <p>2.5. Internal document management system elaborated and in-place in at least 5 communities (by end of November);</p> <p>2.6 Ensured replicability of the elaborated system to all LPAs (by end of November).</p>	30
<p>Task 3: Support implementation of at least 5 grants for testing/piloting innovative solutions in JILDP target communities</p> <p>Deliverables:</p> <p>3.1. At least 20 LPAs consulted to prepare applications for the grants competition launched by JILDP (by end of March);</p> <p>3.2. Methodology for evaluation of application for grants elaborated; List of at least 5 pilot projects selected (by end of April);</p> <p>3.3. At least 5 communities guided and supported to successfully pilot projects; solutions proposed for replicability of the implemented pilot initiatives (by end of August);</p>	40
<p>Task 4: Support the development of an e-learning platform for the newly elected officials training, to be designed in cooperation with APA</p> <p>Deliverables:</p> <p>4.1. Draft Terms of Reference for contracted company to implement the e-platform for the newly elected officials (by end of April);</p> <p>4.2. E-learning platform for the newly elected officials functional and in place (by end of June);</p> <p>Continuous coaching provided to implementing company and APA consulted and guided to implement e-learning platform</p>	50
<p>Task 5: Knowledge management and sharing of best practices</p> <p>5.1. Contribute to JILDP quarterly and final reports; provide inputs to other connected JILDP activities at local level;</p> <p>5.2. Support JILDP team in resource mobilization efforts for the e-government activities;</p> <p>5.3. Study best practices existing in the region and identify opportunities for successful transfer of income generating activities in localities from Moldova; Provide support in organizing at least one international study visit for JILDP beneficiaries (by end of April);</p> <p>5.4. Identify lessons learned and best practices from the project implementation process and provide necessary support for knowledge management and sharing.</p>	10
Total up to	160

The assignment should be carried out within a period of 9 months, not exceeding 160 working days.

Notes:

1. The indicated tentative timeframe has been estimated as being sufficient/feasible for the envisaged volume of work to be completed successfully and is proposed as a guideline for the duration of the assignment. It cannot and shall not be used as unique criteria for completion of work/assignment. The provision of envisaged deliverables approved by the JILDP shall be the only criteria for Consultant's work being completed and eligible for payment/s.

All deliverables shall be endorsed by the JILDP/UNDP Local Governance Project Officer. The Consultant will work closely with the community facilitators and consider the provided advice.

The Final report should be submitted English, hard and electronic copy.

Duration of the Work:

It is expected that the Consultant begins work on 10 March 2015 and completes the work before 10 December 2015.

Travel and other logistic arrangements

Travel outside duty station (Chisinau), other administrative costs, and all logistical arrangements are the responsibility of the JILD. The JILD will also be responsible for all administrative issues associated with undertaking this assignment, including all consultations and meetings.

Performance evaluation

Consultant's performance will be evaluated against such criteria as: timeliness, responsibility, initiative, communication, accuracy, and quality of the products delivered.

IV. QUALIFICATIONS AND SKILLS REQUIRED

1. Qualifications:

- University degree in areas such as computer sciences, engineering or telecommunications, or other related fields
- University degree in Business Administration, Economy, Public Administration, or other relevant fields is an asset.

2. Experience:

- At least 5 years professional of working with management of information systems; implementation of IT solutions in governance/management
- Good knowledge and expertise of public administration and local services
- Extensive knowledge of e-Government agenda
- Experience in working with Public Authorities
- Previous experience in development assistance or related work for a donor organization, consulting company, or NGO.

3. Competences:

- Demonstrated capacity of team-orientated work, excellent planning and organizational skills;
- Strong analytical, communication (verbal and writing) skills;
- Proficiency in using computer applications (word processing, spreadsheet, presentations, project planning, e-mail, graphics, internet)
- Knowledge of Romanian is required. Working level of English level;
- Sensitivity and respect for human rights and gender equality;
- Ability to achieve results and deadlines in a timely manner, maintaining a high standard throughout.

The United Nations in Moldova is committed to workforce diversity. Women, persons with disabilities, Roma and other ethnic or religious minorities, persons living with HIV, as well as refugees and other non-citizens legally entitled to work in the Republic of Moldova, are particularly encouraged to apply.