

COVER PAGE



UNDAF Outcome	By 2011, public institutions with the support of Civil Society Organizations (CSOs) are better able to ensure good governance, rule of law and equal access to justice and promotion of human rights
UNDAF Outcome Indicator	Government effectiveness indicators
Expected Outcome/Indicator (s):	Public administration reform promoted in selected institutions /
CPAP Output/Indicator:	A modernized public administration system in place, more efficient and better able to develop, implement and monitor long-term policies and programmes, linked to national budgeting processes / No. of electronic public services operating on-line
Project Specific Output	Advanced e-government solutions for a better public service delivery and more transparent decision making.
Annual Targets:	see attached results framework
Implementing partner:	Ministry of Information Development
Responsible parties:	UNDP

The project will advance the use of ICT by public administration for a more transparent and efficient exercise of its functions. It covers four main areas of intervention including: *Policy support, development of electronic public services, training, e-democracy and public awareness*. The main project deliverables envisaged are:

- On-line electronic tax declarations operational
- On-line statistical reporting launched
- Open standards software in public administration applications are tested to make services more affordable
- Distance learning tools for Academy of Public Administration are developed to expand the possibility of training public servants in ICT and other areas
- Wide awareness campaign implemented to show-cast benefits of e-services that stimulate access of citizen and businesses to public on-line services

The project will build capacity of public servants to promote citizen-centred government on-line services and fulfil the right of citizens to: i) basic public information; ii) participation in decision making; iii) transparent and efficient public service delivery.

Programme Period: 2007 – 2011
 Programme Component: 2.5
 Project title: Building e-Governance in Moldova – 2 phase
 Award ID: 00048738 Project ID: 00058493
 Project Duration: 4 years
 Management Arrangement: NEX

Total Budget \$1,506,300
 Allocated resources:
 • Government \$621,800
 • Regular \$684,500
 • Other: SOROS \$200,000
 • In kind contributions \$16,000

Agreed by Ministry of Information Development _____ Pavel Buceatchi
 National Coordinator

Agreed by UNDP: _____ Kaarina Immonen
 Resident Representative

Project title: “Building eGovernance in Moldova-2”

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Glossary:

AAP—Academy of Public Administration under the President
AWP—Annual Working Plan
CIS – Commonwealth of Independent States
CTS- Centre for Special Telecommunications
CPAP—Country Programme Action Plan
CPAR – Central Public Administration Reform
EGPRSP – Economic Growth and Poverty Reduction Paper
EUMAP – European Union Moldova Action Plan
ICTD – Information and Communication Technologies for Development
IT – Information Technologies
IST – Information Society Technologies
IFPS- Main Tax State Inspectorate
MDI – Ministry of Information Development
MYFF – Multi-Year Funding Framework
NBS- National Bureau of Statistics
NEX – National Execution Modality
PA- Public Authority
PD-Project Document
PM- Prime Minister
UNDAF—United Nations Development Assistance Framework
UNDP – United Nations Development Programme

1. Situational Analysis

1.1. The “Building e-Governance in Moldova” Project results

In May 2005 UNDP and the Ministry of Information Development (MDI) have launched the Project “Implementation of E-Governance Component of a National Strategy on Information Society Technologies for Development”-“Building eGovernance in Moldova”. The main beneficiaries were the Ministry of Information Development, Academy of Public Administration and National Tax Authority of the Ministry of Finance. This was the logical continuation of the project of the Government of Moldova that started in 2003 and assisted national authorities in formulating a National Strategy on Information Society Technologies for Development “e-Moldova”. The main objectives pursued were development of a framework for building e-governance in Moldova. Activities were focused on three main directions: i) assessment/policy support, ii) training of civil servants and iii) promotion of electronic public services, aiming to achieve the following results:

- Established legal framework for building e-Governance, including development of e-Governance Concept
- Developed methodological frameworks on training and certification of public servant in ICT; pilot training of 150 public servants conducted.
- Designed technical specifications for e-services and mechanisms for providing e-services, including on-line tax declarations.

The project delivered the following products that served as tools for achieving the results stated above but also aimed at identifying jointly with the national partners the existing gaps in the area:

- Feasibility Study on use of ICT in Public Administration,
- ICT surveys 2005, 2006 and e-Readiness Report 2006 performed;
- e-Governance Concept¹ (approved by the Government in June 2006);
- e-Governance Portal Concept (approved in August 2007);
- draft government interoperability framework description;
- Standard Requirements toward the official web-pages of Public Administration Authorities in Internet²,
- The e-Tax declaration Portal & Information System Technical Specifications to announce the tender for choosing the company that will build the Portal;
- Technical Requirements for Central e-Governance Portal and Technical Requirements for e-Governance Gateway.

Advocacy and awareness

International experts’ assessments, study visit of 14 decision making civil servants to Estonian e-Governance Academy, a series of roundtable discussions and local consultancies have been conducted during the project implementation, which were an essential factor to increasing the awareness in developing e-Governance. Most importantly, national level inter-agency co-operation involving Ministry of Information Development, Government Office, Academy of Public Administration, Academy of Sciences and other institutions has been fostered through regular meetings and common events. The project supported international cooperation by financing participation of Moldovan representatives at World Summit for Information Society (WSIS Tunis 2005), Meetings of Electronic South East Europe (eSEE), regional ICT/ e-Governance meeting (Tallinn 2006), Conference “e-

¹ Government Decision No. 733 of 28 June 2006 regarding eGovernance Concept; Monitorul Oficial of the Republic of Moldova nr.106-111/799 of 14.07.2006

² Minister of Information Development Order nr. 99 of 08.08.2006 (www.mdi.gov.md)

Governance as a tool for public management reform and Turkish Information Society Strategy” (Ankara 2006), Study visit of Moldovan Tax Authority delegation in Spanish Tax Authority (March 2007). The Workshop “**Advancing e-Government Solutions for Friendly, Efficient and Secure Public Service**” organised by the project within the International Conference BIT+ 2007 was an important event to share the experience and analysis of the Impact of modern ICTs on governance policies and practices in such fields as public administration reform, government-citizen interaction, accountability, participation, social inclusion, public services, and anti-corruption through the lens of e-Democracy and e-Government.

The project dedicated a particular attention to information and communication activities through the design of the e-governance communications strategy “**Acces@m Moldova**”, which serves as a basis for promoting e-Governance benefits. Its implementation followed through putting in place specific tools to improve the civil servants understanding of e-Governance: publications, TV and radio shows, web-site.

The project activities lead to achieving the expected results and contributed to accomplishing the project main goal in creating a solid background for e-Governance and e-Government development. The Government has created an enabling environment for Moldova’s e-development (assisted by the ongoing project) by formulating and approving national strategic documents, laws on the use of digital signature and electronic document, and action on training civil servants in ICT and raising public awareness on benefits of e-government and e-governance.

Promoting e-Governance and access to information is a top priority for the Government of Moldova in the context of the on-going Central Public Administration reform and further decentralization efforts; ICT is an important tool for these reforms. UNDP has identified the need in further supporting the development of on-line services and improving the IT skills of the civil servants.

1.2. Information Society development in Moldova – current situation

While Moldova has been making a steady progress since the formulation (with assistance from UNDP) and approval in 2005 of its National Strategy on Information Society Technologies for Development demonstrating the rise in all major IST indicators³ - placing itself in some areas ahead of other CIS countries – *the overall pace of developments is nonetheless lagging behind Europe’s average. It means that other countries are moving faster.* Therefore, strategically, the most pressing challenge is to speed up the Information Society development in 2008 - 2009 in order to at least keep the same rather high development dynamics. *In other words, Moldova needs not simply a fast development in the area of the Information Society but an accelerated development.*

There are good opportunities to make this happen, with some basic instruments and general pre-conditions already being in place. First, the Moldovan Government has in its possession a reasonably well thought 2007 Action Plan specifying priority projects. Second, it allotted for the first time ever a stand-alone state budget solely focused on supporting IST projects within the National Strategy in the total amount of 17 million lei (some 1 million of Euro which is a very substantial amount for Moldova). Third, the backbone infrastructure – both in terms of key legal frameworks and hardware facilities – has been built to roll out on this basis new e-governance services. Finally, the Internet penetration rates are growing steadily; this means that a totally new market for e-governance services is rapidly emerging.

³ Collected by the ITU

These are some key instruments and opportunities already available at the government's disposal that need to be utilized effectively, efficiently and most importantly in a transparent and fair way in order to make a *next step forward by building relevant content and applications for people and businesses*.

The above-mentioned budget provides funds for the implementation of the 2007 Action Plan. Strengthening IT departments of government agencies, and financing the establishment of the new e-Governance Centre (provisionally planned under the PM office administration) is a challenge for the implementation of e-Government now. UNDP can play an important role in strengthening its capacity level and turning it in a well-functioning agency.

The 2007 National Action Plan contains 53 projects and initiatives split into the following five generic thematic areas:

1. Legal and institutional base
2. Access to public information and e-governance services
3. Formulation, development and implementation of state information systems
4. e-Service delivery to citizens and businesses
5. Training of government officials in ICT

While there is some overlapping between project definitions and the scale of project details varies, the Action Plan squarely focuses on supporting the building of state information systems and delivering e-services (which at the moment are effectively part of the state information system) account for some 80% of all proposed projects. This is a typical first phase of building the Information Society foundations, and Moldova is probably at the end of this initial period (which more developed countries completed roughly around 2000).

The second enabling factor that may help to increase the IST development dynamics is *an overall readiness of Moldova's people to switch from a traditional offline (physical) world in their relationship and communication with the government to an online mode*. The e-Readiness Assessment Survey supported by UNDP and presented at the BIT+2007 Conference states that psychologically and behaviourally half of the population is prepared for online-based activities. Today almost all state-citizen relations – 95% - are conducted through physical contact which is both ineffective from the public service delivery point of view and also potentially vulnerable to potential corruption.

These figures also confirm that the general public in Moldova seems to be ready to accept government services through online channels, which is an important pre-condition for success. This is supported by a fast growth of the internet community in Moldova estimated at the level of 5% over the past year, with some 21% of internet users according to the e-Readiness Assessment Survey at the end of 2006. It also means that the population might be prepared to become an actor in the Information Society if the government makes a breakthrough in e-services.

Yet for that to happen many governments business processes must be re-engineered at both the front-and back-office and linking these together. This is not an easy task but, as other countries demonstrate, it is also not impossible, especially if the government possesses sufficient political will, patience, consistency and responsiveness to citizens' needs. *E-government may truly become an engine for Moldovan public sector reform*.

The main issues

There are three main outstanding issues that hamper the progress, namely: (a) delayed mass-scale implementation of the Electronic Document and Digital Signature Law, (b) weak IT departments of government agencies and ministries, and (c) lack of leadership and political will on the part of some agencies to pursue the use of ICT in their work. This probably represents the overall weakness of the government in general, with strategic planning being the weakest point ('crisis management' and 'problem fixing' still prevails).

Whereas the Digital Signature Law has been fully implemented technologically, in terms of creating a required PKI⁴ infrastructure allowing for secure transactions, it has been used only by government officials but not the general public and entrepreneurs; the latter remains a major challenge to be met as soon as possible. That will require from the government to demonstrate a strong political will to *lead the modernization process through organization change to make the digital signature benefits available to citizens by deploying and delivering first e-services re-engineering and restructuring the back-office of the government structures involved, including identity cards with embedded chip which can be used to identify reliably the person when using online services.* .

The best way to proceed and succeed in the implementation of the digital signature at large will be *to deploy a limited number but real and fully transactional e-services with a large number of potential end-user customers* such as an e-Tax Declaration system and statistical e-reporting. This will help acquire a needed experience in government business process re-engineering in order to take a full benefit of ICT on the one hand and convincingly demonstrate advantages of e-government driven public administration reform on the other.

Overall, it is unwise to undertake any large-scale public administration reform activities without clear understanding and vision how ICT can aid and facilitate this process; in a worst-case scenario the government will automate ineffective governance practices. The world practice confirms that e-government is a powerful engine of public sector innovations, and Moldova should be no exception.

The first practical step could be to support the public administration reform process in integrating ICT across the board of the next phases of the reform. The objective of such integration should be to help *move government units from a function-based organizational model to a process-based model when government units use ICT for integrating its back, middle- and front offices through a common communication thread.*

As the management of the Special Telecommunications Centre⁵ suggested (and supported by the mission⁶), the task of ICT-aided business process re-engineering in the public sector can be best handled by the planned e-Governance Centre⁷.

⁴ Public Key Infrastructure for a secure exchange of information

⁵ This is a State Enterprise set up by the National Information and Security Service to create and protect state information infrastructure and content

⁶ Yuri Misnikov, Regional ICTD Advisor, Bratislava Regional Centre. Report ICTD/e-Governance Mission to Moldova, 22-29 April 2007

⁷ There is no a ready-made blue-print where such a unit should be ideally located – Government apparatus or Information Ministry as possible and realistic options. More importantly, any option preferred should ensure that the Centre (a) has a clear inter-agency coordination authority, (b) is headed by an ICT champion, and (c) has flexible employment arrangements in order to attract and retains best professionals; in the current Moldovan situation the Prime-Ministers office might be the best place, with the Ministry being in charge of policy development and other assigned obligations – there is too much to be done in Moldova so as to move quickly forward and each agency will have a lot to do.

As a first priority the Moldovan government should make available the digital signature services for citizens and enterprise in real life as a basic pre-condition of deploying the other public e-services. It is also necessary that the Certification Issuing Function is outsourced to the private sector (the world's best practice).

In this light, the emerged problem with the e-Declaration project must be solved as soon as possible in order to implement at least this full-fledged e-service, which will have a very powerfully convincing demonstration effect in terms of building trust for change in the eyes of other government units on the one hand and for the general public and businesses on the other. That will also signal about the government's serious intentions to modernize the public sector and consider people and businesses as its primary clients⁸.

The successful implementation of key projects of the 2007 Action Plan will lay the basis for so needed foundations over the next few years, which will be crucial for Moldova in reducing its digital divide with the rest of Europe. *Without such a breakthrough it will be hard for Moldova to reach a required level of "compatibility" with Europe at large, both technologically, economically and as a result socially*⁹.

2. Strategy

Further UNDP assistance is necessary to speed up the Information Society development in the next years in order to at least keep the same rather high development dynamics. Such assistance could be provided by the ongoing project through which UNDP supports the government "Implementation of e-Governance Component of a National Strategy on Information Society Technologies for Development".

The *Policy support* direction is important to ensure regular monitoring of the progress made nationwide in building the information society and for the project itself in meeting the defined two baseline indicators. Yet, the assessment methodology should be re-focused and expanded to cover, additionally, the effectiveness of e-services use and the assessment of e-Skills needs on the part of government officials at central and local level and IT departments in the context of the annual action Plans requirements. This will also feed well into the development of and fine-tuning the needs-based training activities and curricula.

The *e-Services direction* – that focuses on assisting the taxation, statistical and other authorities – will be key in many ways to the overall success of e-governance in Moldova and should be continued as well. The *Training component* has been dealing with the development of ICT training and certification framework and e-governance teaching materials (brochures issues and used in actual training), in cooperation with the Public Administration Academy under the President. While this should be continued in order to produce as planned e-learning modules to reach out to local and municipal government officials, it is recommended to support more capacity building needs, especially in relation to the Ministry of Information Development and IT Departments of line ministries.

As a result of the consultations with the government and other stakeholders held during the project formulation process including at the BIT+2007 Conference selected activities will be included into the

⁸ While it will take time to make it happen, the government should be get right strategically from the very outset

⁹ 50% of the EU's economic growth is due now to the use of ICT in 2006, with this figure set to grow further as envisaged by the Lisbon agenda and the EU's information society- specific i2010 programme.

new project document, namely: Support to Open Standards in the Public Sector of Moldova. This new direction, in addition to being important in its own right, will provide a good both instrument of and platform for cooperation with ICT industry.

Specific public-private partnership agreements¹⁰ could be a result of such activity. Preliminary talks of the private sector representatives and the local Soros Foundation showed that there is a lot of interest and readiness to cooperate. That will help to engage the local ICT sector more in the implementation of e-governance initiative and ultimately support innovations in the public sector.

A number of interviews conducted with the government officials and ICT industry indicate that there is a lot of interest to new digital ways of making the state more transparent and responsive to people's needs¹¹. This is a truly citizen-centric approach which is not necessarily expensive or too complex, as apposed to, for instance, digital signature. However, it would require from the government¹² (either central or local) to pursue changes in the way its communication with citizens is organized.

Therefore a new *e-Democracy* activity that would prioritize and support some selected democratic governance areas such as transparency, participation or accountability is included. Selected rayon level local authorities will be supported to introduce IT tools for a more transparent decision making. It is envisaged to create web access for citizen at local level to relevant information and official documentation, council meetings, as well as allow for interaction between local authorities and citizen via Internet. There are plenty of examples of successful and valued by citizens e-Democracy initiatives at central and local level that can be both low-cost and high-impact. Moldova seen as embarking on such initiatives would signal its seriousness to strengthen democratic governance through ICT means. Given the priority to e-Democracy on the part of the European Commission and the Council of Europe, the implementation of projects in this area would also send a stronger message of its commitment to fundamental democratic governance principles.

Public awareness and advocacy activities will be an integral part of every activity.

3. Project Deliverables' Outline

3.1.Expected Output:

CPAP output: A modernized public administration system in place, more efficient and better able to develop, implement and monitor long-term policies and programmes, linked to national budgeting processes.

Project specific output

Advanced e-government solutions for a better public service delivery and more transparent decision making.

The following group of activities will be conducted for the overall achievement of project output:

¹⁰ Also under the overall umbrella of the Corporate Social Responsibility (or/and Global Compact) given the importance of the ICT industry in producing public goods related to the use of ICT

¹¹ The interview conducted with 18 representatives of the government, business and civil society shows that 2/3 believe that have heard about e-Democracy, with the government officials and civil society members being far better informed than ICT industry representatives; have of the interviewed have heard about e-Democracy more than two years ago, and also almost all believe that Moldova should have its own strategy in this area as a democratization tool.

¹² Government is meant in broad sense meaning also other state agencies such as Parliament

1. Policy support

- Support in electronic South-East Europe agenda implementation: Broadband Policy Paper and Action Plan
- Revision of e-readiness assessment methodology and transfer of ownership of e-Readiness assessment to Government
- Capacity building for the strategic policy units and IT Departments in line ministries

2. e-Services development

- Technical assistance provided for seeking alternative technologies for processing of electronic declarations
- Technical assistance to the Ministry of Information Development and relevant Government authorities (Centre for Special Telecommunications, Government Office etc.) for seeking alternative solutions for identifying the e-service provision users;
- The information subsystem for on-line reporting for National Bureau of Statistics
- The interoperability guide for NBS to offer public services electronically
- The NBS Intranet Portal with e-Learning tools for NBS staff developed and implemented

3. Training

- The draft Legal and Regulatory Framework for Distance Learning of Public Servants
- Electronic manual for distance learning in ICT for public servants developed
- The AAP Training and Certification toolkit to include distance learning manual upgraded;
- The distance learning tools extended and expanded for all ICT training modules

4. e-democracy

- The e-voting (Out of Country Voting) system concept and technical specifications revised, discussed and submitted for approval to Central Election Committee (CEC).
- Support to access to information on decision making process through Pilot project on web-casting of decision making through Internet in one of local public authorities (rayon)
- Support in development and maintenance of the ICT sector players Portal & data base for Business to Business (B2B) e-services
- National web site competition reinvented and institutionalized
- Public awareness on e-services benefits increased

3.4. Justification

Promoting e-Governance and access to information is a top priority for the Government of Moldova in the context of the on-going Central Public Administration reform and further decentralization efforts; ICT is an important tool for these reforms. The Government has created an enabling environment for Moldova's e-development including e-governance by formulating and approving national strategic documents, laws on the use of digital signature and electronic document, and action on training civil servants in ICT and raising public awareness on benefits of e-government and e-governance. The Government Office, Ministry of Information Development, Tax Authority, and National Bureau of Statistics requested further UNDP support in this area.

The "e-Governance-2" project is planned for 4 years – from 2008 through 2011 aiming to achieve CPAP output targets. As the first phase demonstrates, the high-impact initiatives, especially in such complex area as the Information Society involving multiple stakeholders, need a sufficiently long time span in order to produce the desired results. The total cost of the second phase of the project is estimated at the minimal level of 1.5 million USD, or some 0.5 million annually at least.

UNDP is seen in this area as a clear leader and trusted partner of the Government. All the government senior official met by the project international advisor¹³ (representing the Ministry of Information Development, Presidential Administration and Prime-Minister Office) have requested that UNDP, which was the key supporter of Moldova's journey toward the Information Society, continues supporting the government at this critical juncture of development.

Activities

Key activities are described in the Results and Resources Framework.

Results

The project will build capacity in the Government to modernize public administration system using ICT being more efficient and better able to promote and fulfil the right of citizens to:

- basic public information;
- participation in decision making;
- transparent and efficient public service delivery.

The project will pilot the implementation of e-services and improve the public servants capacities in use of ICT in their work that will increase the citizen and business satisfaction with government services.

¹³ Yuri Misnikov, Regional ICTD Advisor, Bratislava Regional Centre. Report ICTD/e-Governance Mission to Moldova, 22-29 April 2007

4. PROJECT RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome: By 2011, public institutions with the support of Civil Society Organizations (CSOs) are better able to ensure good governance, rule of law and equal access to justice and promotion of human rights</p>
<p>Outcome indicator as stated in the Country Programme Results and Resources Framework, including baseline and target. Indicator 3: number of electronic public services operating on-line Baseline: 1 service is operating on-line</p>
<p>Applicable MYFF Service Line: Service line 2. Fostering democratic governance</p>
<p>Partnership Strategy: The <i>participatory approach</i> already established in the Strategy formulation process will be used as well in the implementation of this project. Experts from relevant sectoral ministries and departments, private companies, NGOs, the academia, local communities and key actors from the donor community (such as Soros Foundation, World Bank, European Commission, etc.) will be involved at implementation phases of the “e-Moldova ” National Strategy and e-Governance concept. Such an approach is compatible with the objective of creating a platform for reaching consensus amongst all stakeholders and mobilizing all social efforts and available resources to enhance the use of benefits that ICT can offer in terms of fostering country’s development. Regional networking opportunities to expand partnerships potential will be used, including under the RBEC regional programme’s ICTD component.</p>

Project title and number: 00043775 “Implementation of e-governance component of the National Strategy on Information Society Technologies for Development e-Moldova”			
Intended Output	Output Targets	Indicative Activities	Inputs Description
A modernized public administration system in place, more efficient and better able to develop, implement and monitor long-term policies and programmes, linked to national budgeting processes.	<i><u>Assessment, Monitoring and Policy support</u></i>		See the description of inputs in the Workplan
	<u>1. Quality of e-Governance activities increased through better knowledge internationally recognized Best Practices and improved advocacy.</u>	<u>Provide Policy Advice, Assessment & Monitoring support:</u>	
	<u>2. Public awareness raised and understanding improved about the benefits of Open Standards in the public sector</u>		
		<u>Support to monitoring of the IS development</u>	
<u>2008-2011</u> The Assessment		-Undertaking annual monitoring and assessment of e-Moldova Action Plans implementation including public	Contractual services Local consultancy

	methodology updated; Annual survey on “e-Moldova” implementation performed	presentation of the results	International consultancy
	2009-2011 Recommendations for e-Moldova strategy implementation formulated and provided.	Develop recommendations based on assessment results	Local consultancy
	2008-2009 <u>MID staff tasked with policy making function trained</u>	<u>Provide Institutional support to plan and implement ICT-based public administration reform and service delivery (CIO activity framework)</u> <u>Provide training in monitoring and evaluation ICT development statistical tools</u>	Local Consultancy Contractual Services Travel costs
	2008-2009 The training curricula developed and training courses performed <u>IT Department heads in line ministries trained</u>	Develop the training curricula and organizing courses on ICT-based public administration reform and services Provide training and advocacy on ICT-based public administration reform and services through seminars and workshops -High level officials -IT departments heads (CIO)	Local Consultancy Contractual Services Travel costs Conference facilities
		Support in Broadband Internet development	
	2008 The Broadband Policy paper and Action Plan developed, discussed	Develop and discuss the Policy Paper and Action Plan on Broadband	Local consultancy Travel costs

	and agreed 2009-2010 Support in Broadband Policy Paper and Action Plan implementation provided according to agreed AWP	Support in implementation of Pilot Projects improving wide access of public to services through Broadband Support in development and maintenance the main sector players Portal & data base for B2B services	
		Support in Policy Paper on OS/FOSS development and implementation	
	2008-2009 The formulated Draft Policy paper on OS/FOSS widely discussed, amended and submitted for approval. The Interoperability Guide widely discussed and submitted for approval 2009-2010 Pilot project on migration from proprietary platforms to FOSS-based ones	-Organise a series of round tables with ICT industry, government and other stakeholders to discuss OS and Free/Open Source Software (FOSS) in the public sector Discuss and amend The Interoperability Guide in the light of Policy Paper Prepare the “Free/Open source software” (FOSS) CD, consisting of the collection of FOSS solutions for home and office use; Develop the training materials on FOSS; Conduct several FOSS trainings for ICT responsible persons in public administration - An analysis of existing systems in public authorities with the target of migration from proprietary to open source platform -Undertaking pilot in migration from proprietary platform to FOSS-based ones	Local consultancy Travel costs Conference facilities International consultancy
	<u>e-Services</u>	See the description of inputs in the Workplan	

	<p><u>Government capacity advanced to modernize the public sector through a citizen-centric e-government services</u></p>	<p><u>Provide support in advancing Government capacity to modernize the public sector through a citizen-centric e-government</u></p>	
	<p><u>2008</u> Alternative technologies for processing of declarations implemented</p>		
	<p><u>Support to E-Reporting Portal/Subsystem</u></p>		
	<p><u>2008</u> The information system for on-line reporting tender announced Service procured The interoperability guide for NBS to offer public services electronically developed discussed and approved</p> <p><u>2009</u> The information system for on-line reporting implemented The NBS Intranet Portal developed and implemented The e-Learning tools for NBS staff developed</p>	<p>Develop the National Bureau of Statistics subsystem for e-reporting:</p> <p>Develop RFP and Procure the service for design of information subsystem for on-line Statistical reporting</p> <p>Design and testing of information subsystem for on-line reporting Design The interoperability guide for NBS to offer public services electronically Develop Intranet Portal Develop the e-Learning tools for NBS staff Pilot Implementation (Equipment, training)</p>	<p>Local consultancy International consultancy Contractual services Travel costs Conference facilities</p>

	The Pilot Implementation (Equipment, training) provided		
		Support for the development of Back-Office Statistical Information System Of Moldova	
	<p><u>2008</u> The draft Concept of Statistical Information system as part of Strategy for development of Statistics of Moldova developed, discussed and agreed Technical audit of existing software and hardware in the BNS and recommendations to migrate to new platforms performed Technical specifications for the system developed discussed and approved</p> <p>2009-2011 Support to implementation of IT System</p>	<p>Develop the Concept of Statistical Information system as part of Strategy for development of Statistics of Moldova Technical audit of existing software and hardware in the BNS and recommendations to migrate to new platforms Develop the Technical Specification for Statistical Information System Evaluate the system cost Develop RFP for choosing the Company (companies) to implement Statistical IT system Procure the service* Implementation of the system*</p> <p>*The financing sources TBD by the Government</p>	<p>Local and international consultancy Conference facilities Contractual services Travel costs</p>

		Support in implementation of PKI infrastructure to facilitate access to government e-services for all	
	<p>2008 Technical assistance provided for determining alternative solutions to identify the e-services users.</p> <p>2009-2010 Support in implementation of technologies for identification</p>	<p>Develop terms of reference for consultancy services Provide international consultancy services Exchange of experience with other countries</p>	Local and international consultancy
		E-Democracy	
	<p>The access to information and to democratic election process enhanced including for out of country Moldovans</p> <p>2008 The Out of Country Voting system Concept revised, discussed, agreed and submitted for approval to Central Election Committee (CEC). The Technical specifications for Out of Country Voting</p>	<p>Provide support to improve the access to information and to the election process</p> <p>Revision of the Out of Country Voting (e-voting) system Concept Organize public discussions of the document Development of the Technical Specification for the System. Development of RFP for choosing the Company that will implement the System Procurement of the service</p>	<p>Travel costs (study visits) Grant award/contractual service</p>

	system revised, discussed and agreed		
	2008-2009 Support to implementation of Out of Country Voting system provided	Implementation of Pilot project for one selected foreign country	Contractual service
	<u>2008-2011</u> Support to enhancement of electronically provided services through annual Web top contest	Organisation of annual web-site quality contest- Web-Top	Grant award/ contractual service
	Support to access to information on decision making process	Pilot project on web-casting of decision making through Internet in one of local public authorities (rayon)	Contractual services
	<u>e-Training</u>		
	<u>Academy of Public Administration distance learning system created to advance public servants capacity in e-services provision</u>	<u>Provide support in creation of e-learning tools for public servants to enhance their capacity in e-service provision</u>	
	<u>2008</u> Regulations on distance training organization, Evaluation and Certification developed, discussed and approved	<u>Distance Learning mechanisms for public servants in ICT implemented</u> Develop the draft Legal And Regulatory Framework for Distance Learning of Public Servants (Regulations on distance training organization, evaluation and certification.; Develop the Academy of Public Administration Technical and personnel capacities for Distance Learning (Server, software, training of personnel);	Contractual services Local consultancy Conference facilities Accommodation costs

	<p>The Academy of Public Administration Technical and personnel capacities for Distance Learning improved (Server, software, training of personnel); Electronic manual for distance learning in ICT developed and implemented for 1 module The application to include distance learning manual upgraded;</p> <p><u>2009</u> The distance learning tools extended and expanded for all ICT training modules</p> <p><u>2010-2011</u> The distance learning tools extended and expanded for all other AAP training modules**</p>	<p>Based on existing manuals and test applications develop TOR for distance learning in ICT; Develop electronic manual for distance learning; Experimental implementation of distance learning manual; Upgrade the application to include distance learning manual; Pilot testing of all upgraded system on AAP WEB page.</p>	
	<p><u>Public Awareness and Project Management</u></p>		
	<p><u>Public awareness on public services</u></p>	<p><u>Public Awareness and Project Management</u> <u>Public awareness:</u></p>	<p>See the description of inputs in the</p>

	<p><u>provided electronically raised by 30% and effective and efficient project management</u></p>	<ul style="list-style-type: none"> - Preparing and issuing advocacy materials on OS/FLOSS in print and electronic forms including TV - Preparing promoting materials for e-Statistics services - Preparing promoting materials for eDeclarations services - Preparing promoting materials for Registration Chamber services <p><u>Effective management and logistics:</u> <u>Project Management, Insurance</u> <u>Total \$32,000 per year x 4= \$128,000</u></p> <p><u>Vehicle exploitation \$200 /monthX12X4= \$9,600</u> <u>Communications (Phone): \$150/monthX12X4= \$7,200</u> <u>Office (paper, cartridges, etc) \$150/monthX12X4= \$7,200</u> <u>Total for the activity \$166,000</u></p>	<p>Workplan</p>

** Conditioned by additional funding

5. IMPLEMENTATION AND MANAGEMENT ARRANGEMENT

Implementation arrangements

This project will be coordinated by the Ministry of Information Development the project's implementing (coordination) agency, and will be funded by several donors.

UNDP Moldova will support the implementation of the project through services (according to the Agreement between the Government of Moldova and UNDP for provision of support services for National Execution Modality from May 27, 2003) and more specifically, services of personnel recruitment, including project personnel and local and international consultancy and procurement of goods, according to UNDP rules and procedures. UNDP will provide narrative and financial reporting to project donors on a regular basis as determined by specific cost-sharing agreements. UNDP follows in the implementation of project and programmes the international standards set under PRINCE 2.

Considerations for choosing the option of providing UNDP support services

The Government coordinating authority has requested during the formulation phase that UNDP provides its support services as described above. The main reasons for such an option are:

- involvement of several beneficiaries of this project's results and difficulty of the Ministry of ID in managing the activities
- weak staffing capacity of the Ministry to manage financially the project
- complexity of project activities that include design of very specific terms of references, development of special IT products, cooperation with other countries, procurement of international consultancy, and work with civil society and private sector
- sensitivity of some issues related to the implementation of electronic services in other public institutions: e.g. the line institutions (Tax Authority, Statistics Bureau etc.) are not viewing the Ministry as an entirely neutral entity in managing such activities mainly because of the fact that some services providers in the IT area (state enterprises subordinated to the Ministry) could also be developers of some products envisaged during the project implementation
- the project is co-funded by other donors, primarily the Soros Foundation that doesn't have a clear mechanism of disbursing funds to Government entities.
- The project is going to receive Government cost-sharing from the different authorities involved (tax, statistics) mainly because of the fact that UNDP procurement roles are clear and offer neutrality in decision making.

Management arrangements. UNDP follows in the implementation of project and programmes internationally recognized standards described in the UNDP user guide available at <http://content.undp.org/go/userguide/results>.

Management Structures

e-Governance Project Board: The focal point of the e-Governance project management architecture is the e-Governance Project Board. The Board is the overall authority for e-Governance Project and is responsible for its initiation, direction, review and eventual closure. Within the confines of e-Governance Project, the Board is the highest authority.

The e-Governance Project Board represents at managerial level the interests of the following roles and the respective organizations:

- **Project Executive** (National Coordinator) – Minister of Information Development is the current project national coordinator and has overall ownership over project results and chairs the project board. The Minister of Information Development represents the main project beneficiary – the Ministry of Information Development, which has the overall coordination responsibility in the area of information society development in Moldova.
- **Senior beneficiary** - Ministry of Information Development, Tax Authority (IFPS), National Bureau of Statistics (NSB), Academy of Public Administration (AAP), Government Office, Central Elections Committee (CEC) and other potential project beneficiaries as required;
- **Senior supplier** - project donors: UNDP, SOROS Foundation, Tax Authority, National Bureau of Statistics, Ministry of Information Development, other donors as identified during the project implementation.
- **Other stakeholders** – include other organizations having a specific or general interest in the project results, such as World Bank, USAID CEED Project, Digital Development Foundation, Academy of Sciences of Moldova etc.

Board members will be senior managers and will have authority and responsibility for the commitment of resources to the project, such as personnel, cash and equipment. The e-Governance Project Board will ‘manage by exception’, meaning Board members will be regularly informed of e-Governance Project progress but will only be asked for joint decision making at key points in e-Governance Project implementation.

The e-Governance Project Board is appointed to provide overall direction and management of e-Governance Project. It is responsible for ensuring that the project remains on course to deliver products of the required quality to meet the expected outcomes defined in the e-Governance Project Document. Furthermore, the Board is accountable for the success of the e-Governance Project and has responsibility and authority for the Project within the instructions set by UNDP programme management.

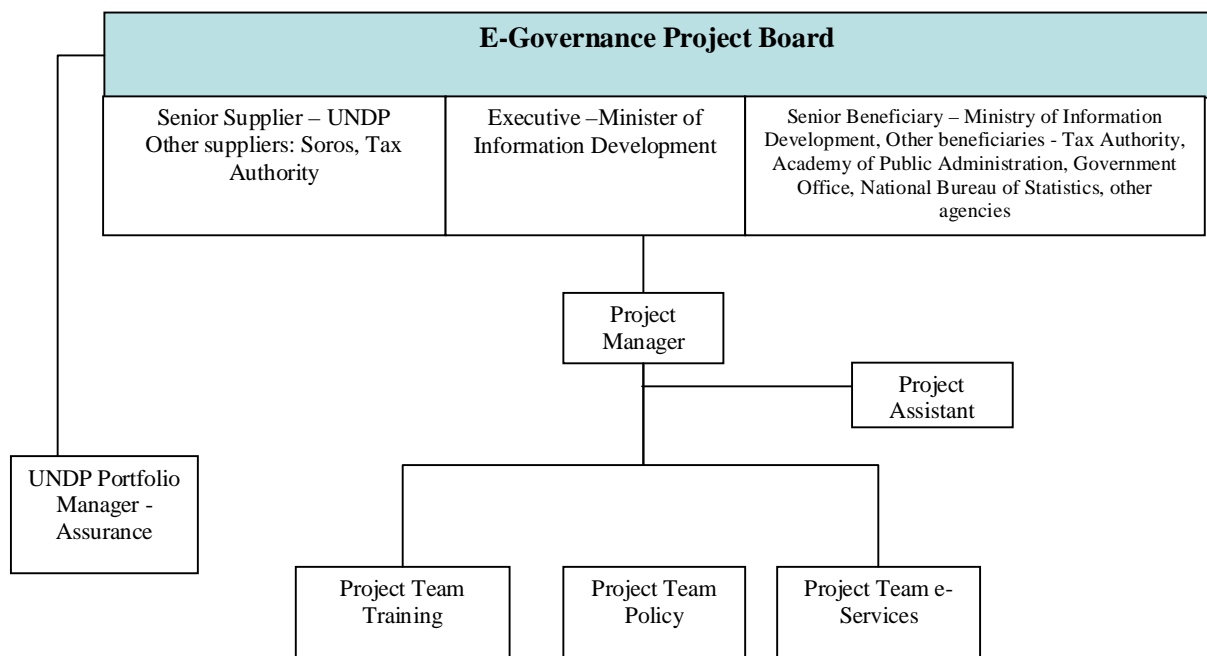
The e-Governance Project Board approves all major plans and authorizes any major deviation from agreed e-Governance Project work plans. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and any parties beyond the scope of the project. In addition, it approves the appointment and responsibilities of the e-Governance Project Manager.

e-Governance Project Manager: It is the responsibility of the e-Governance Project Manager to plan, oversee and ensure that e-Governance Project is producing the right outputs, at the right time, to the right standards of quality and within the allotted budget. The main tasks of the e-Governance Project Manager include:

- Overall planning for the whole project

- Motivation and leadership of e-Governance Project staff
- Supervise the e-Governance Project
- Liaison with UNDP Programme Management
- Fund management, allocation, coordination
- Reporting progress to the e-Governance Project
- e-Governance Project quality management

e-Governance Project Assurance: Assurance is a key element of the PRINCE2 management method, upon which the e-Governance Project Management Arrangements are based. ‘Assurance’ is essentially an independent audit function, whereby the e-Governance Project Board are able to monitor progress against agreed work plans. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Assurance is the responsibility of each e-Governance Project Board member. On behalf of UNDP, as senior project supplier, the function is delegated to a UNDP Portfolio Manager. The National Coordinator may appoint a representative of the Ministry of Information Development to carry out the project assurance role on behalf of the project executive.



Partnership and advocacy

A participatory approach will be used in the implementation of this project. Experts from relevant sector ministries and departments, private companies, NGOs, local communities and key actors from the donor community will be involved in the implementation of the project. Such an approach will provide the basis for reaching consensus amongst all stakeholders and mobilizing all social efforts and available resources to foster the proper implementation of actions envisaged and hence the mitigation of development gaps. Special attention will be given to implementing the partnership principle in the formulation of e-Governance legal framework, objectives setting and prioritising and to promoting public-private partnerships through specific projects.

Close cooperation between the UN and other donor agencies will help to avoid duplication, reduce transaction costs and maximize synergies. UNDP and donors that will participate in the project will ensure that all necessary arrangements for co-ordination are made in a timely manner to ensure prompt implementation. This may include an agreement on the division of responsibilities among participating agencies and national partners for the implementation of the activities, management of funds, co-ordination and review of programme results.

6. MONITORING & EVALUATION

Monitoring and evaluation will follow the UNDP guidelines on Monitoring and Evaluating for Results. A monitoring and evaluation plan will be developed during the inception phase.

In order to ensure the efficient monitoring and evaluation of project results, maintain continuous cooperation between all project's partners at all stages of Project implementation, the Project Board will meet every 3 - 4 months. The members of the Project Board will provide feedback on lessons learned, propose corrective actions to solve problems, ensure accountability, and make recommendations how to improve the quality of current and future interventions (as per the terms of reference annexed to the project document)

The Project Manager, under the direction of the National Project Coordinator and UNDP Moldova Programme managers, will prepare and submit to the members of the Project Board quarterly work plans and quarterly reports prepared according to UNDP standards.

The project will be subject to the Annual Review. The Project Manager, in consultation with the National Project Coordinator and the Project stakeholders, will be responsible for preparing and submitting to the Annual Review meeting the annual Project Progress Report in UNDP format. It shall be prepared in draft sufficiently in advance to allow review and technical clearance by the Project partners, at least one month prior to the Annual Review meeting.

The implementation of the Project will be coordinated with UNDP. The Project team is encouraged to seek support from other donors active in the field. During the Project implementation, the Project team will continuously assess the risks and seek solutions for their mitigation. (see Risk Log attached)

7. LEGAL CONTEXT

“This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the Standard Basic Assistance Agreement between the Government of the Republic of Moldova and the United Nations Development Programme, signed by the parties on October 2, 1992 and the amendment of the same of July 5, 1997. The host country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement and all CPAP provisions apply to this document.”

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative provided that he is assured that the other signatories of the project document are in agreement with the proposed changes:

- a) Revisions in, or addition of, any of the annexes to the project document;
- b) Revisions which do not imply significant changes in the objectives, outputs or activities of the project, but are caused by the rearrangement of inputs agreed to or by cost increases due to inflation; and
- c) Revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation.

Changes to be introduced should be discussed and agreed on up by members of the Steering Committee.

8. Annual Work Plan Budget Sheet (attached)

ANNEXES

- The CPAP signed by UNDP and the Government Coordinating Agency – Ministry of Economy and Trade.
- Report ICTD/e-Governance Mission to Moldova, 22-29 April 2007. Yuri Misnikov, Regional ICTD Advisor, Bratislava Regional Centre.
- Annual Work Plan Budget Sheet