

TERMS OF REFERENCE

**for the Purchase of ICT Consultancy Services to Audit and Update the
Concept of the State Automated Information System “Elections”**

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Abbreviations used in this Document

- **PSA** – Public Services Agency
- **CEC** – Central Electoral Commission
- **ITSM** – Information Technology Service Management
- **MoD** – Ministry of Defense
- **MEAEI** – Ministry of External Affairs and European Integration
- **MAI** – Ministry of Internal Affairs
- **MoE** – Ministry of Education, Culture and Research
- **MoJ** – Ministry of Justice
- **MoH** – Ministry of Health, Labor and Social Protection
- **SAISE** – State Automated Information System “Elections”
- **ISMS** – Information Security Management System
- **ITS** – IT System
- **TI** – Information Technology
- **ICT** – Information and Communications Technology
- **UNDP** – United Nations Development Programme

1. General Information

1.1. Purchase Context

In the context of implementing the *Law on the Concept of the State Automated Information System "Elections"* (No. 101 dated 15.05.2008), over the last 12 years, the Central Electoral Commission has undertaken a number of actions aimed to digitize its business processes, involving extensive use of SAISE in its electoral activities.

The *State Automated Information System "Elections"* is an IT solution subject to ongoing development and improvement. On the one hand, this is due to the current legal amendments and, on the other hand, it is due to the developments of information and electoral technologies. In this respect, the architecture and functionalities provided by SAISE have excelled the provisions of the Technical Concept covered by *Law No. 101 dated 15.05.2008*.

It is worth noting that the re-engineering of SAISE was launched back in 2015 following its pilot employment during the Parliamentary elections held in November 2014 and the provisions of the *Court of Accounts' Audit Engagement Report* approved by the *Court of Accounts Decision No.3 dated 28 January 2013*.

Along these lines, re-engineering is aimed, on the one hand, to remove the SAISE performance deficiencies detected during the Parliamentary elections conducted in November 2014. From a different perspective, re-engineering pursued the primary goal to implement the provisions of *Law No. 101 of 15.05.2008 on the Concept of the State Automated Information System "Elections"* and to fulfil the requirements and recommendations highlighted by the Moldovan Court of Accounts in its *Decision No. 3 dated 28 January 2013 on the Information Technologies Audit Report with performance components "Have the expected performances in the automation of electoral processes been achieved?"*

Hence, over the last six years, a series of measures have been undertaken to ensure SAISE ongoing developments in touch with the existing technological reality (which differs essentially from the one in place at the time of adopting *Law No. 101 of 15.05.2008 on the Concept of the State Automated Information System "Elections"*) and the 2011 Governance e-Transformation Strategy. As a result, the SAISE current shape differs significantly from the Concept approved back in 2008.

This purchase of ICT Consultancy Services implies conducting a SAISE comprehensive audit to:

- identify the SAISE current status;
- identify the gaps between the SAISE current solution and the legal provisions in force;
- identify the gaps between the SAISE current solution and the objective functional needs of CEC and electoral actors;
- identify the SAISE subsequent development paths;
- update the SAISE Concept in compliance with the new technologies in the field, the Governance e-Transformation initiatives and the objective functional needs of CEC and electoral actors;
- develop a SAISE transformation plan to implement the new SAISE Concept.

Upon rendering the ICT Consultancy Services due attention shall be paid also to the requirements and recommendations of the Court of Accounts of the Republic of Moldova following the conducted audit engagements, as well as to the recommendations/requirements of the e-Government Agency for the IT solutions intended to automate the business processes of Moldovan public institutions, the modern ICT trends and the current legal and methodological requirements outlined for the ICT sector.

1.2. CEC Strategic Objectives in the ICT field

CEC uses SAISE in its activity with the primary goal to increase the efficiency and transparency of its work by means of promoting and applying modern information technologies.

The specific strategic goals are as follows:

- Ensure a single protected and safe information space for the electoral system through the development of CEC *ICT* infrastructure (aligned with the requirements of international standards);
- Increase the efficiency of the electoral system through SAISE continuous upgrading, through the implementation and development of resources and IT systems to ensure the collection, processing, management and analysis of data related to electoral processes and support the decision-making in the electoral field;
- Improve the quality of public services through the implementation of electronic services. Citizens and political actors will have easier access to data and be able to require electronic services to be accessible through different channels: Internet, mobile telephone network, interactive terminals, etc.

1.3. Objectives of the Purchase of ICT Consultancy Services

The main objective of consultancy services is to update the Technical Concept *of the State Automated Information System "Elections"* and develop the *CEC ICT Transformation Plan* to mirror the actual progress and ensure the implementation of the new Concept.

The following specific objectives of consultancy services can be mentioned, which have been correlated with the purchase core objective:

1. Carry out an analysis of the SAISE current status operated by CEC.
2. Document the SAISE current architecture.
3. Perform the SAISE audit.
4. Develop the SAISE future ICT vision.
5. Update the SAISE Technical Concept, considering the SAISE future ICT vision.
6. Formulate proposals to amend the legislation in order to implement the SAISE future ICT vision.
7. Analyze the feasibility of implementing the SAISE updated Concept and define its implementation plan.
8. Develop the SAISE ICT Transformation Plan to support the implementation of the new SAISE Concept developed in the context of this purchase.

1.4. Expected Outcomes and Benefits

Following the purchase of the ICT Consultancy Services described in the Terms of Reference, EDMITE and the Central Electoral Commission expect to:

- A. have pertinent information about the SAISE current status;
- B. have an updated SAISE Concept in compliance with the state-of-the-art ICT in the electoral field, practicable for implementation as per the provisions of the legislation in force and validated with all CEC stakeholders;
- C. have the Action Plan for implementing the SAISE updated Concept developed within the required ICT Consultancy Services;
- D. have the SAISE future ICT architecture in line with the new SAISE Concept;

- E. have the SAISE Transformation Plan mirroring the new vision promoted through the new Concept.

The expected results shall enable an explicit setting of SAISE development paths without affecting the implementation of other CEC ICT mechanisms. The delivered outcomes shall allow CEC to launch actions aimed at preparing the legal, institutional, and technical environment for SAISE continuous development in compliance with the provisions referred to in the new Concept.

2. CEC Institutional Environment

2.1. *Brief Description of CEC Activity and Structure*

The Central Electoral Commission is an independent state body established to carry out electoral policies aimed at ensuring smooth holding of elections, oversight, and control of compliance with the legal provisions related to the funding of political parties and election campaigns. CEC is an open, transparent, and professional institution, which is always ready to carry out its duties at the highest level and within an accessible electoral framework trusted by citizens.

The Central Electoral Commission mission is to create optimal conditions so that all Moldovan citizens can exercise in an unhindered manner their constitutional right to elect and be elected during free and fair elections. The CEC core values are: integrity, independence, impartiality, transparency, accountability and professionalism, credibility, responsiveness, innovation, citizen-orientation and gender inclusion.

Pursuant to the provisions of the Moldovan Electoral Code, the following CEC general duties can be mentioned:

- Study the procedure of organizing and holding elections aimed to improve the election legislation and procedures;
- Submit proposals to Government and Parliament concerning the appropriateness of operating amendments to the election legislation;
- Develop regulations and guidelines intended to improve the election procedures;
- Control the compilation and verification of voters' lists, having co-operated with central and local public authorities to this end;
- Keep records on staff members who participated in organizing and holding elections, including the qualified officials who may be appointed to District Electoral Councils and Precinct Electoral Bureaus;
- Establish District Electoral Councils and Precinct Electoral Bureaus when holding partial elections for Local Councils or for the position of Mayor;
- Co-operate with public institutions and state-owned enterprises in the process of organizing and holding elections;
- Analyze the structure of constituencies from the perspective of country administrative and territorial units;
- Implement civic education programs in the period between elections;
- Devise programs to raise voters' awareness during the electoral period;
- Provide the Media with information concerning the holding of elections and the management practice used to this end;
- Submit annual reports to the Parliament and, upon request, to the Moldovan President and Government;
- Offer election-related matters to the Media and overall public for debates;
- Establish contacts with political parties, with other social-political and non-governmental organizations entitled to nominate candidates for public positions, having facilitated their full participation in the election process;
- Advise local public associations interested in conducting civic education activities during elections;
- Organize training courses and seminars for the individuals selected to participate in the electoral process as members of District Electoral Councils and Precinct Electoral Bureaus, as

representatives of political parties and of other socio-political organizations, of electoral blocs or potential candidates, as members of electoral councils apparatus or of initiative groups;

- Analyze election fraud, including allegations of fraud from the past, current or future elections, and take preventive anti-fraud measures; notify public authorities on the need to address some matters in compliance with the election legislation;
- Organize preliminary consultations with political parties, with other socio-political organizations, with electoral blocs and with Media representatives, and ensure their signing of the Code of Conduct prior to the launch of election campaigns.

During the election period the Central Electoral Commission shall perform the following duties:

- Coordinate the activity of all electoral bodies aimed at preparing and holding elections;
- Oversee the enforcement of the provisions referred to in the Electoral Code and in other laws containing provisions related to the holding of elections;
- Establish Electoral Constituencies and District Electoral Councils and oversee their activity;
- Publish the list of political parties and of other socio-political organizations entitled to participate in elections, register the candidates and their trustworthy persons in case of parliamentary elections;
- Allocate funds intended for holding elections; oversee the endowment of District Electoral Councils and Precinct Electoral Bureaus with premises, transportation and communication means, consider other election-related technical matters and resources;
- Establish the design of ballot papers and of the main voters' lists, of Minutes of meetings conducted by District Electoral Councils and Precinct Electoral Bureaus, of the statement of income and property of the candidates and of other documents relevant for holding elections, as well as the design of ballot boxes and of stamps for District Electoral Councils and Precinct Electoral Bureaus;
- Review communications from public authorities on matters concerning the preparation and conduct of elections;
- Address matters on citizens' participation in elections who are outside the country of the Day of Elections;
- Tabulate the election results throughout the country and, where appropriate, submit a report on the election results to the Constitutional Court;
- Issue decisions concerning the activities performed by District Electoral Councils and Precinct Electoral Bureaus concerning the electoral procedures, the manner of organizing and holding elections and concerning technical and administrative matters;
- Ensure training for election officials and provide voters with election information;
- Review applications and appeals on decisions and actions undertaken by District Electoral Councils and Precinct Electoral Bureaus, and take enforceable decisions thereto;
- Take decisions on the detachment of members of District Electoral Councils from their full-time job during their involvement in the Council activity, identify the number of Precinct Electoral Bureau members who may be detached from their full-time job and the duration of such detachment;
- Ensure the conduct of the second round of elections, repeated voting, early, new and partial elections;
- Collect data about voters' turnout, tabulate the preliminary results and make public the final results of elections.

For the purposes of carrying out its operations, the Central Electoral Commission has a central apparatus with the following structure:

1. CEC Management (Chairperson, Deputy Chairperson, Secretary and Members).
2. Election Management Division.
3. Information Technology and Management of Voters' Lists Division.
4. Analysis and Documentation Division.
5. Legal Division.
6. Financial and Economic Division.
7. Communications, Public Relations and Media Division;
8. HR Division.
9. Internal Audit Service;
10. Public Procurement and Logistics Service.

The Centre for Continuous Electoral Training works under the CEC authority. More information about the CEC structure and activities is available at:

- <https://a.cec.md/ro/subdivisions-ale-apatului-2803.html>
- <https://a.cec.md/ro/regulament-de-activitate-2769.html>
- <http://cicde.md/index.php?pag=page&id=1050&l=ro>

2.2. Description of SAISE ICT Environment

SAISE IT Subsystems (ITSSs) are based on WEB interfaces, which are accessible through widely used Internet browsers (MS Edge/MS Internet Explorer, Mozilla FireFox, Opera, Google Chrome or Safari). From a functional standpoint, reliable and scalable solutions have been developed for the increased number of concurrent users and for the increased volume of information managed by it.

SAISE is not an isolated IT solution; it interacts with other CEC IT subsystems or with external IT solutions. To this end, all SAISE ITSS components shall support its integration with other IT subsystems.

The SAISE IT Subsystems shall be based on an n-tier client-server architecture (that excludes any direct application-database interaction), based on cutting-edge WEB technologies.

To ensure an appropriate level of information security, all SAISE ITSSs shall enable secure connections between client stations and application server to ensure safety of information sent (via VPN channels and TLS/SSL sessions).

The SAISE current software solution has been developed based on the cutting-edge Internet/Intranet technologies. The interaction of all IT Subsystem actors and hubs is shown in Figure 1. As shown in Figure 1, the resource pooling solution to ensure the SAISE functionality consists of four distinct types of hubs:

- **CEC Data Centre** – CEC ICT infrastructure that hosts the *SAISE* and has a range of IT systems installed, with which *SAISE* interacts;
- **MCloud** – the ICT infrastructure of the common government technology platform that makes up the government cloud (*MCloud*), which hosts a series of IT Systems to interact with *SAISE* or which services are to be used by *SAISE IT Subsystems*. In the long-run, all connections with external IT Systems shall be ensured mainly through the interoperability platform *MConnect* (even for the IT Systems that are not hosted in *MCloud*);
- **Public Authorities Data Centre** – the ICT infrastructure of Public Authorities, which IT Systems would serve as data sources for *SAISE* and interact with *SAISE* either directly, using the services

displayed by them, or through the Interoperability Platform (*MConnect*). In the long-run, priority shall be given to interconnections via *MConnect*;

- **Client computers** – computers from where Users will access the functionalities of SAISE IT Subsystems (depending on their assigned roles and rights).

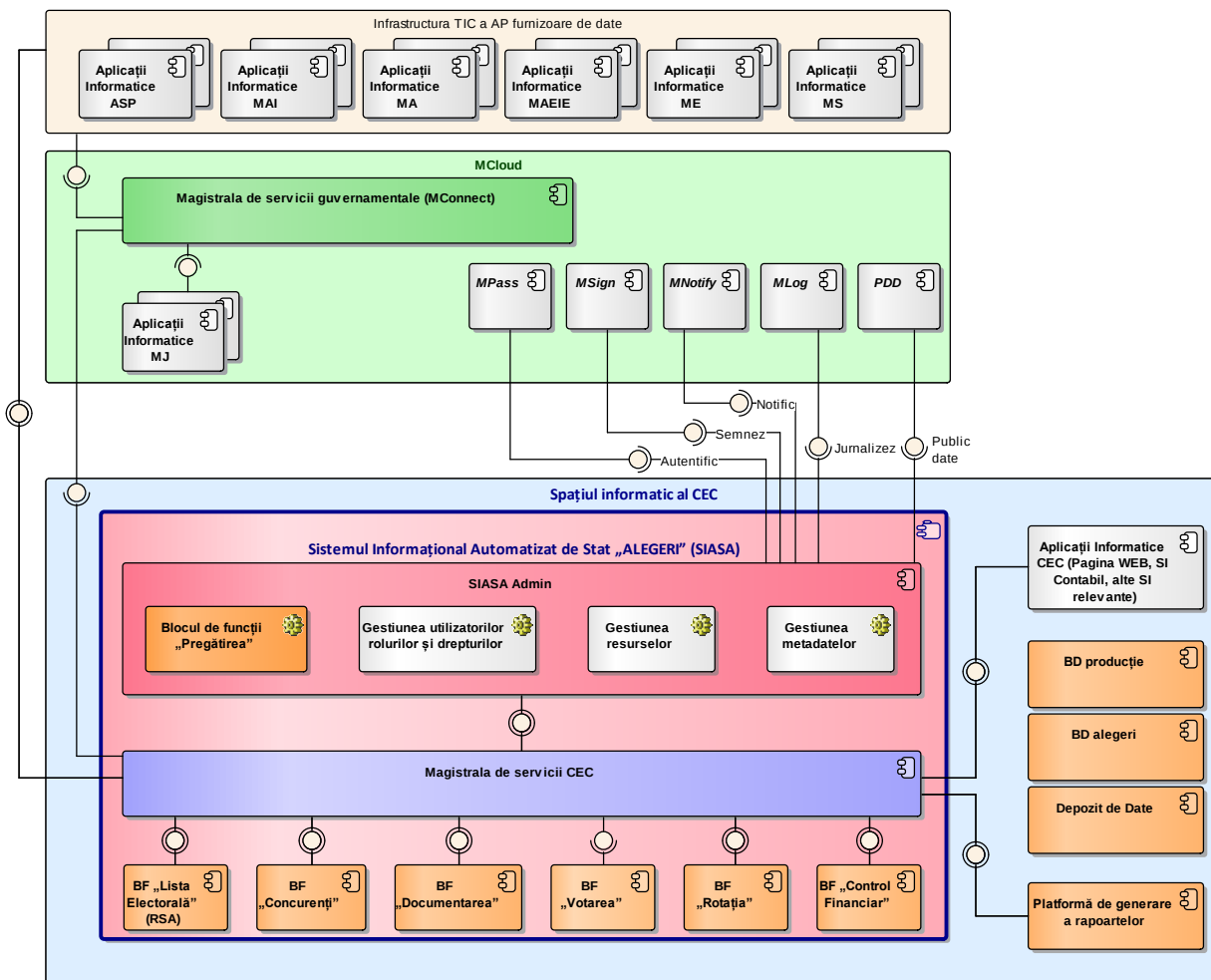


Figure 1. SAISE Architecture.

To access and use the SAISE IT Subsystems, client computers shall use as Client Application at least two of major Internet browsers (compatibility with MS Edge/MS Internet Explorer is mandatory). The interface and functionalities delivered to each User will depend on the User's level, its rights and roles.

Regardless of the User's access level, all connections with SAISE shall be performed exclusively via secure connections (VPN and TLS/SSL).

As shown in Figure 1, SAISE consists of the following functional components:

- **Function Block “Preparation”** – includes functions for preparing the elections (configuration of elections infrastructure: polling stations, members of District Electoral Councils and of Precinct Electoral Bureaus, members of the initiative group for holding a Referendum, accredited observers, representatives of electoral candidates, etc.). This Function Bloc is implemented through the *SAISE Admin ITSS*, which, in addition to preparation functions, shall provide other *SAISE ITSSs* with interoperability facilities, platform specific services, and centralized management of metadata system. “Preliminary Registration” ITSS;
- **Function Block “Voters’ List”** – includes functions of preparing the voters’ list within a Polling Station and managing the voters’ profiles in *SAISE*. This Function Bloc is implemented through the *State Register of Voters (SRV)*, “Check yourself in the *SRV*” ITSS;

- **Function Block “Candidates”** – includes functions of recording all candidates and their trustworthy persons in *SAISE*. This Function Bloc is implemented through the “Electronic Subscription List” ITSS, “*SAISE Admin*” ITSS;
- **Function Block “Documentation”** – includes functions of issuing registration and accreditation documents, ID/service cards to elected persons, generating samples of acts of organization and of disposition. This Function Bloc is implemented through the “*Register of Election Officials*” ITSS, “*Observers*” ITSS, “*Documentation*” ITSS, “*Ballot Paper*” ITSS;
- **Function Block “Voting”** – includes functions of recordkeeping of voting process, of votes casted for certain candidates, electronic voting, calculating the number of voters who have voted, preparing the preliminary voting results. This Function Bloc is implemented through the “*e-Day*” ITSS, “*i-Voting*” ITSS (at the Concept level);
- **Function Block “Rotation”** – includes functions of recordkeeping on persons discharged from elective positions and on persons who can be appointed to vacant elective positions. This Function Bloc is implemented through the “*Rotation*” ITSS;
- **Function Block “Financial Control”** – includes control functions over the use of funds by candidates during the election campaigns, recordkeeping on amounts lent to candidates by the state, exercising control over the use and repayment of amounts lent by the state, as well as over the funds provided to political parties (financing of political parties). This Function Bloc is implemented through “*Financial Control*” ITSS;
- **Report Generation Platform** – represents a universal mechanism reused by all CEC IT applications aimed at processing and presenting the data as reports intended for the generation of standard documents or for processing and retrieval of analytical information;
- **Database in Production** – the DB used by *SAISE* for the storage and processing of current data, which has been optimized to ensure quick data storage;
- **Election Database** – the DB used by the IT application of FB “Voting” on the Day of Elections (represents a specific DB exported from the *SAISE* Database in Production on the Eve of elections);
- **CEC Data Repository** – represents a repository of CEC data, which has been optimized for quick reading and processing, where all election-related historical data are to be stored.

2.3. References and Legal Matters related to the ICT Consultant Activity

Having reviewed the regulatory framework in force in the Republic of Moldova, a number of acts can be mentioned, which provisions shall be taken into account while rendering ICT Consultancy Services covered by these Terms of Reference. To this end, as many as 46 legal and regulatory acts were identified, which, depending on their applicability level, have been grouped as follows:

- documents governing the CEC business processes, including those implemented under IT solutions;
- documents governing ICT initiatives and technologies promoted by the Republic of Moldova, which shall be implemented in the IT System;
- general documents that will form the IT Systems operation framework.

2.3.1 Documents governing CEC Business Processes, including those in the ICT field

The legal framework of the Republic of Moldova comprises a number of legal and regulatory documents governing the CEC business processes, as well as the manner of implementing the IT solutions related to CEC activity. The following documents can be mentioned under this category:

1. *Constitution of the Republic of Moldova adopted on 29.07.1994*, Official Gazette No. 1 dated 12.08.1994.

2. *The Electoral Code of the Republic of Moldova* adopted by Law No. 1381 of 21.11.1997, Official Gazette No. 81 dated 08.12.1997.
3. *Law No. 768 of 02.02.2000 of the Status of Locally Elected Officials*, Official Gazette No. 34 dated 24.03.2000.
4. *CEC Decision No. 137 of 14.02.2006 approving the Regulation on CEC Activity (amended by Decision No. 24 of 05.04.2011)*, Official Gazette No. 39-42 dated 10.03.2006.
5. *Law No. 256 of 09.07.2004 approving the Regulation on the ID of Locally Elected Officials and the Regulation on the Badge of Locally Elected Officials*, Official Gazette No. 132-137 dated 06.08.2004.
6. *Law No. 294 of 21.12.2007 on Political Parties*, Official Gazette No. 42-44 dated 29.02.2008.
7. *Law No. 101 of 15.05.2008 on the Concept of the State Automated Information System "Elections"*, Official Gazette No. 117-119 dated 04.07.2008.
8. *CEC Decision No. 22 of 05.04.2011 approving the Regulation on the Register of Election Officials*, Official Gazette No. 65-68 dated 22.04.2011.
9. *Report of the Court of Account of the Republic of Moldova on Auditing the IT with Performance Components at the Central Electoral Commission, Court of Account Decision No. 3 dated 28.01.2013.*
10. *CEC Decision No. 2974 of 19.11.2014 approving the Regulation on the State Register of Voters*, Official Gazette No. 11-21 dated 23.01.2015.
11. *CEC Decision No. 3352 of 04.05.2015 approving the Regulation on Funding the Election Campaigns*, Official Gazette No. 161-165 dated 26.06.2015.
12. *CEC Decision No. 4401 of 23.12.2015 approving the Regulation on Funding the Political Parties Activity*, Official Gazette No. 32-37 dated 12.02.2016.
13. *Law No. 133 of 17.06.2016 on Declaring the Wealth and Personal Interests*, Official Gazette No. 245-246 dated 30.07.2016.
14. *CEC Decision No. 1568 of 24.04.2018 approving the Regulation on Pre-registration*, Official Gazette No. 142-148 dated 04.05.2018.
15. *CEC Decision No. 1730 of 03.07.2018 approving the Regulation on the manner of Preparing, Submitting and Verifying the Subscription Lists*, Official Gazette No. 321-332 dated 24.08.2018.
16. *CEC Regulations*, <https://a.cec.md/ro/regulamente-3155.html>
17. *CEC Guidelines*, <https://a.cec.md/ro/instructiuni-3176.html>
18. *CEC Strategic Plan for 2020-2023 adopted by CEC Decision No. 3586 dated 15.01.2020.*

2.3.2 Documents governing the ICT Initiatives in the Republic of Moldova

While rendering the ICT Consultancy Services, we deem appropriate to take account of and implement the requirements and recommendations referred to in the legal and regulatory acts related to ICT Initiatives in the Republic of Moldova. To ensure compliance with the e-Government Framework promoted by the Government, it is binding to take account of the following documents:

19. *Government Decision No. 945 of 05.09.2005 on Centers for Certifying Public Keys*, Official Gazette No. 123-125 dated 16.09.2005.
20. *Government Decision No. 320 of 28.03.2006 approving the Regulation on Affixing Digital Signatures on Electronic Documents issued by Public Authorities*, Official Gazette No. 51-54 dated 31.03.2006.

21. *Government Decision No. 844 of 26.07.2007 approving the Concept of the Integrated System for Electronic Document Circulation*, Official Gazette No. 117-126/890 dated 10.08.2007.
22. *Law No. 239 of 13.11.2008 on Transparency in Decision-making*, Official Gazette No. 215-217 dated 05.12.2008.
23. *Government Decision No. 7104 of 20.09.2011 approving the Strategic Programme for Governance Technology Upgrade (e-Transformation)*, Official Gazette No. 156-159 dated 23.09.2011.
24. *Government Decision No. 330 of 28.05.2012 on Creating and Managing the Single Government Portal of Public Services*, Official Gazette No. 104-108 dated 01.06.2012.
25. *Government Decision No. 656 of 05.09.2012 approving the Programme on Interoperability Framework*, Official Gazette No. 186-189 dated 07.09.2012.
26. *Government Decision No. 1090 of 31.12.2013 on Government Electronic Service for Authentication and Access Control (MPass)*, Official Gazette No. 4-8 dated 10.01.2014.
27. *Government Decision No. 128 of 20.02.2014 on Common Government Technology Platform (MCloud)*, Official Gazette No. 47-48 dated 25.02.2014.
28. *Government Decision No. 405 of 02.06.2014 on Government Integrated Electronic Service for Electronic Signature (MSign)*, Official Gazette No. 147-151 dated 06.06.2014.
29. *Law No. 91 dated 29.05.2014 on Electronic Signature and Electronic Document*, Official Gazette No. 174-177 dated 04.07.2014.
30. *Government Decision No. 708 of 28.08.2014 on Government Electronic Service for Logging (MLog)*, Official Gazette No. 261-267 05.09.2014.
31. *Government Decision No. 701 of 25.08.2014 approving the Methodology for Publishing the Government Open Data*, Official Gazette No. 256-260 dated 29.08.2014.
32. *Law No. 142 of 19.07.2018 on Data Exchange and Interoperability*, Official Gazette No. 295-308 dated 10.08.2018.
33. *Government Decision No. 211 of 03.04.2019 on the Interoperability Platform (MConnect)*, Official Gazette No. 132-138 dated 12.04.2019.

2.3.3 General Documents related to IT Solution Conceptualization, Development, Implementation and Operation

In addition to the legal and regulatory documents based on which the ICT Consultancy Services shall be rendered under the terms and conditions of these Terms of Reference, there is a number of legal documents to be taken into account, which impose organizational measures and external constraints on SAISE operation, for which the Concepts shall be drafted. This category includes the following documents:

34. *Law No. 982 of 11.05. 2000 on Access to Information*, Official Gazette No. 88 dated 28.07.2000.
35. *Law No. 1069 of 22.06.2000 on Computer Science*, Official Gazette No. 073 dated 05.07.2001.
36. *Government Decision No. 735 of 11.06.2002 on Special Telecommunications Systems of the Republic of Moldova*, Official Gazette No. 79-81 dated 20.06.2002.
37. *Law No. 467 of 21.11.2003 on Computerization and State Information Resources*, Official Gazette No. 6-12/44 dated 01.01.2004.
38. *Government Decision No. 840 of 26.07.2004 on Creating the Telecommunications System of Public Authorities*, Official Gazette No. 130/1013 dated 30.07.20054.

39. *Government Decision No. 562 of 22.05.2006 on Creating the State Automated Information Systems and Resources*, Official Gazette No. 79-82/591 dated 26.05.2006.
40. *Technical Regulation "Software life-cycle processes" TR 38370656-002:2006*; Official Gazette No. 95-97/335 dated 23.06.2006.
41. *Government Decision No. 33 of 11.01.2007 on the Development Rules and Unified Requirements to Policy Documents*, Official Gazette No. 6-9/44 dated 19.01.2007.
42. *Law No. 241 of 15.11.2007 on Electronic Communications*, Official Gazette No. 51-54/155 dated 14.03.2008.
43. *Written Order No. 94 of 17.09.2009 of the Ministry of Information Development approving certain Technical Regulations (the way of keeping records on public electronic services, providing public electronic services, ensuring information security while providing public electronic services, determining the cost for developing and implementing automated information systems)*, Official Gazette No. 58-60 dated 23.04.2010.
44. *Government Decision No. 1123 of 14.12.2010 approving the Requirements aimed at ensuring Personal Data Security during their Computerized Processing*, Official Gazette No. 254-256 dated 24.12.2010.
45. *Law No. 133 of 08.07.2011 on Personal Data Protection*, Official Gazette No. 171-175 dated 14.10.2011.

3. Specification of Contracted ICT Consultancy Services

3.1. Scope of ICT Consultancy Services

The requested services pursuant to these Terms of Reference shall include in their scope the Central Electoral Commission and CICDE.

3.2. General Specifications of the requested Consultancy Services

Upon devising the Technical Proposal for the ICT Consultancy Services, *the ICT Consultant* shall explain the following basic principles to be applied throughout the project implementation, taking account of the TOR objectives:

1. **Target-oriented approach.** The team of ICT experts, the works carried out and services rendered, as well as the deliverables to be attained under this purchase shall demonstrate a consistent guidance towards the achievement of the core objective outlined for the contracted consultancy services included in the TOR, as well as towards fulfilling the specific objectives also covered by the TOR. In the Technical Proposal, *the ICT Consultant* shall demonstrate on all possible dimensions that the actions planned and foreseen in the Proposal would ensure successful achievement of the core objective and specific objectives within the given timeframe.
2. **Commitment and accountability.** *The ICT Consultant* is required to undertake full commitment and accountability for the Project successful implementation within the assigned obligations.
3. **Professionalism and competence.** The ICT Consultancy Services shall be based on a high level of professionalism, relevant competence and experience. In order to support the required level of professionalism and competence as per the stated requirements, *the ICT Consultant* shall have the capacities to involve highly qualified professionals in the Project implementation on a continuous basis and, where appropriate, to involve professionals from other fields to cover any needed competences with the purpose to attain the pursued objectives. Services shall be rendered in compliance with the relevant best practices. *The ICT Consultant* shall mention the standards, methodologies and best practices it intends to apply in the event its proposal is successful. The *ICT Consultant* Experts shall hold recognized certifications in the area they would work.
4. **Quality.** The term of quality shall be treated at its absolute value and with maximum responsibility. In this context, *the ICT Consultant* is required to explain in the Technical Proposal its own vision on Quality Assurance for each deliverable, as well as on the consultancy services as a whole.
5. **Know-how.** *The ICT Consultant* shall demonstrate it holds sufficient *know-how* to ensure successful achievement of the outlined objectives. Hence, the Technical Proposal shall include detailed description of the Project basic approach, describe all methodologies, techniques and instruments used to carry out the established tasks. Likewise, *the ICT Consultant* shall take account of and describe how it is going to share part of this *know-how* with EDMITE and CEC to understand and implement the established objectives.
6. **Flexibility.** Given the complex feature of the required consultancy services, *the ICT Consultant* shall describe the degree of flexibility in allocating additional resources, if necessary, which it can undertake through a possible contract and adjustments in the activity schedule.

Section 3 of TOR lays down and describes the core tasks to be carried out in order to attain the established objectives. At the same time, *the ICT Consultant* is encouraged to include also additional tasks in the Technical Proposal, if they bring added value to the attainment of the established objectives. The relevant complexity of the Proposal will be awarded additional points upon the proposal evaluation.

As a result, the main tasks to be carried out by *the ICT Consultant* in the context of this purchase are detailed below and refer to:

- Documentation of SAISE actual ICT architecture;
- SAISE Audit;
- Development of SAISE future vision and updating the SAISE Concept;
- Development of SAISE Transformation Plan.

The ICT Consultant, in the framework of established tasks, is required to deliver at least the deliverables described in the sections below.

Upon devising the Technical Proposal, *the ICT Consultant* shall take account of the minimum requirements set for the deliverables' feature and content and include a detailed description of each deliverable, which would comprise its own vision in terms of section structure, content, and objective, including, on a mandatory basis, examples absorbed from similar projects, etc.

At the same time, *the ICT Consultant* is encouraged to include other deliverables that would bring added value to the Project, depending on its own vision and approach, which would be awarded additional points. It is worth mentioning that the Technical Proposal quality assessment will be carried out depending on the detail level and the quality of deliverable description, depending on other matters such as approach, know-how, methodologies, instruments, presented examples, etc.

The Beneficiary envisages that **six calendar months** should suffice to deliver successfully the required services and deliverables as per the TOR, provided that a team of professionals is involved, holding the necessary qualifications. The Offeror will include in its proposal, on a mandatory basis, information regarding the volume of allocated resources.

The ICT Consultant is required to deliver a working methodology aligned with the restrictions imposed by COVID-19 pandemic and the principles of social distancing.

All deliverables according to these Terms of Reference shall be submitted both in hard and soft copies. The soft copies shall be delivered in a format enabling the Beneficiary to edit them and use subsequently.

All deliverables shall be submitted in Romanian, while the Progress Reports – in English.

All deliverables are to be coordinated with the Beneficiary and accepted by the latter when the former fulfil the requirements referred to in the TOR.

3.3. Documentation of SAISE Current Architecture

Introduction

The SAISE ICT architecture comprises components used to produce and utilize IT services by SAISE, including data, applications, IT services, ICT infrastructure, interdependence and interoperability relations among the components. To understand the ICT status and its capacity to support and match the CEC needs and strategic goals, all components of the SAISE ICT architecture shall be identified and well-known.

Nowadays, the CEC ICT architecture is neither inventoried nor documented.

Objectives

The documentation services of the SAISE ICT current architecture are aimed to identify all important components of SAISE architecture and produce comprehensive, detailed, and truthful documentation of ICT architecture in compliance with the best practices in the field.

Requirements relating to services

To achieve the phase objective the following key activities shall be carried out:

1. **Inventorying SAISE data architecture.** *The ICT Consultant shall identify all data and information used in the SAISE activities, including those managed by CEC and its subordinated institutions as holders of state registers. The ICT Consultant shall consider and identify the duplication of data contained in the registers held by CEC. At the level of data architecture, the ICT Consultant shall identify the data on both soft and hard copies. For each type of identified data it shall be stated at least: the holder, the intended use, the consumers (subdivisions/institutions/functions), the applicative systems storing and accessing the data, the type of data (transactional, master, reference), the external supports for data storage and the location of their storage, the age of data.*
2. **Inventorying SAISE applications architecture.** *The ICT Consultant shall identify all applications and IT services used within SAISE. The corresponding applications may be operated by CEC or by external service operators. For each identified application and IT service, the ICT Consultant shall identify at least: the holder (the person responsible primarily for smooth functioning of the application/IT service), the manager (the person responsible primarily for the operation of the application/IT service), the consumers (subdivisions/institutions/functions), the intended use for each consumer, the implementation date, the supplier, information regarding the maintenance, interfaces with other applications and IT services. The technical characteristics of each interface shall be identified, as well as the related information flows.*
3. **Inventorying SAISE technological architecture.** *The ICT Consultant shall identify all key components related to SAISE technological platform, including: premises for servers, server equipment, data storage equipment, operating environments, DB management services, supporting IT services, computer networks (LAN&WAN), external connections, important network hubs, etc. The technological platform components may belong to CEC or may be delivered by third parties (for example, STISC). The ICT Consultant shall identify all dependency relations among the technological platform components. The ICT Consultant shall identify all dependency relations of applications and IT services and SAISE technological platform components.*

The ICT Consultant may use standard forms to collect the information. The forms shall be filled by the ICT Consultant on the basis of interviews conducted with CEC responsible persons. The information collected by the ICT Consultant shall be coordinated with and validated by EDMITE and CEC.

Requirements relating to deliverables

As a result of services rendered as per the requirements laid down in this Section, *the ICT Consultant must produce the following deliverables:*

- a. **Deliverables related to data architecture:**
 - i. Catalogue of SAISE Data shall contain the inventory outcomes of data architecture used within SAISE. The Catalogue shall cover all types of data and the identified related information.
 - ii. Organizational Matrix related to Data Architecture. The Matrix shall contain the dimensions (Types of data x CEC subdivisions). The Matrix cells shall state the intended use of data within the subdivision.
 - iii. The Register Intersection Matrix, which shall contain the types of data contained in both registers for every two registers implemented through SAISE.
 - iv. Graphical Models of Data Architectures within CEC subdivisions. The aggregated Graphical Model of SAISE Data Architecture. The Graphical Models would enable viewing data architectures for each subdivision and aggregated for SAISE. The Graphical Models will be developed based on the modelling languages recommended by the best practices in the field (*for example, ArchiMate*).
- b. **Deliverables related to applications architecture:**

- i. Catalogue of Applications and IT services. The Catalogue shall contain all applications and IT services identified during the inventory.
- ii. Organizational Matrix related to Applications Architecture. The Matrix shall contain the dimensions (Applications/IT services x CEC subdivision). The Matrix cells shall state the intended use of the application/IT service within the subdivision.
- iii. Catalogue of Communication Interfaces between the Applications and IT services. The Catalogue shall contain all communication interfaces between the applications identified during the inventory and describe the information flows for each interface.
- iv. Graphical Models of Applications Architecture. Any views of applications architecture for different stakeholders are welcome (for example, business vision, component vision, security vision). It is mandatory to produce an interoperability view between applications/IT services. All Graphical Models will be developed based on the modelling languages recommended by the best practices in the field (for example, ArchiMate).

c. Deliverables related to Technological Architecture:

- i. Catalogue of Technological Platform Components. The Catalogue shall contain all important components of the CEC technological platform involved in the production and accessing of applications and IT services identified in the applications architecture.
- ii. Catalogue of dependency relations of Technological Platform Applications. The Catalogue shall contain information regarding the applications dependency relations on technological platform components, as well as the nature of those relations.
- iii. Catalogue of Dependency Relations at the level of Technological Platform. The Catalogue shall contain the information regarding the dependency relations of technological platform components, as well as the nature of these relations.
- iv. Graphical Model for Technological Architecture. Any views of technological architecture for different stakeholders are welcome (for example, *premises for servers, network, data storage infrastructure, SGBD, etc.*). It is mandatory to produce a dependency view between applications/IT services. All Graphical Models will be developed based on the modelling languages recommended by the best practices in the field (for example, ArchiMate)

3.4. Auditing the SAISE Current Condition

Introduction

SAISE has been subject to continuous development for 12 years, and it is important to identify objectively its current condition with the aim to objectively determine the investments required to deliver the optimal package of functionalities to CEC in a medium term. The SAISE current status is characterized by the implemented and used technologies, by the processes and practices related to SAISE management and use, by organizational structures, roles, functions and people directly involved in SAISE operation. All these components shall be aligned and function systemically in order to attain the following CEC objectives:

- SAISE supports the CEC activity strategy, produces the expected benefits and brings added value to CEC activity;

- The SAISE-related costs and investments are optimized, while the ICT resources are used in a rational way;
- SAISE is operated as per the applicable legal and regulatory requirements, while the related risks are managed optimally.

Objectives

The service objectives aimed to audit the SAISE current status are as follows:

- Assess the SAISE current status in relation to the CEC ICT objectives and business processes to be digitized (overall audit objective);
- Make audit recommendations for SAISE, which implementation would ensure remedying the deficiencies identified in the course of assessing the current status.

Requirements relating to services

To achieve the phase objective the following key activities shall be carried out:

1. **Auditing the ICT governance area.** The ICT governance is perceived as the whole of policies, practices, organizational structures and relations intended to ensure the stakeholders' needs, setting the ICT objectives, guiding and monitoring the ICT performance. The *ICT Consultant* shall assess the ICT governance area within the CEC at the institution level. In its proposal, the Offeror shall include its understanding of CEC needs for ICT governance, define the specific audit objectives, audit criteria and audit scope.
2. **Auditing SAISE architecture and its management practice.** The management of SAISE architecture within CEC is the whole of practices, policies, roles, responsibilities, competences and instruments in place and applied by CEC to establish, implement, maintain and develop the SAISE architecture. The *ICT Consultant* shall identify and document the SAISE architecture as per the requirements for services referred to in the previous Sections. In the course of auditing the SAISE architecture and its management practice, the *ICT Consultant* shall audit both the current SAISE architecture, and the CEC management practice of ICT architecture. In its proposal, the Offeror shall include its understanding of CEC needs for SAISE architecture and its management, define the specific audit objectives, audit criteria and audit scope.
3. **Auditing the SAISE functionalities.** The *ICT Consultant* shall audit also the SAISE actual ITSSs, functionalities/services delivered to users, digitized business processes. It is needed to define the digitization level of CEC business processes specified in the *Electoral Code of the Republic of Moldova, Law No. 101 dated 15.05.2008 on the Concept of the State Automated Information System "Elections"*, concepts/specifications and business analytical documentation held by CEC. Likewise, the audit will have to check the degree to which the SAISE current version covered the requirements and recommendations specified in the *Report of the Court of Account of the Republic of Moldova on Auditing the IT with Performance Components at the Central Electoral Commission, Court of Account Decision No. 3 dated 28.01.2013*. The *ICT Consultant* will have to assess the functionalities implemented in full, in part and not implemented as all, as well as the deficiencies reported by SAISE users.
4. **Auditing the SAISE information security management.** The information security management covers the whole of policies, practices, processes, roles, responsibilities, competences and instruments in place and applied by CEC to ensure an appropriate level of protection of its information. In the course of auditing the information security management specific for SAISE, the *ICT Consultant* will audit the practices applied by CEC for information security management. Likewise, the *ICT Consultant* will audit the security level of SAISE and of services delivered by SAISE ITSSs. In its proposal, the Offeror shall include its understanding

of CEC needs for information security management, define the specific audit objectives, audit criteria and audit scope.

The best practices in the field shall apply while rendering the audit services. The *ICT Consultant* shall indicate in its proposal, on a mandatory basis, the methodologies, standards and best practices in the field to be applied in each audit area, should its proposal be successful. The *ICT Consultant* shall argue their appropriateness and the advantage of their application in the Project.

Requirements relating to deliverables

Following the services rendered pursuant to the requirements mentioned in this Section, *the ICT Consultant* is expected to produce the following deliverables:

- a. *Audit Report on SAISE current status*. The Audit Report shall be developed on the basis of audit results and of collected audit evidence. The Audit Report shall disclose the *ICT Consultant's conclusions* relative to the audit overall and specific objectives. The Report Sections shall contain the *ICT Consultant's conclusions* for each matter subject to audit. The Report shall be accompanied by attachments displaying the assessment details concerning the differences relative to the best practices applied by *the ICT Consultant* during the audit (for example, ISO 20000, ISO 27001). The Audit Report structure shall be defined in a way enabling easy extraction of the Report content intended for different addressees (for example, *CEC Management, people in charge for SAISE architecture, people in charge for information security, etc.*). The *ICT Consultant* shall include in its proposal the Audit Report structure and describe the content of each Section, having justified the appropriateness of the proposed structure.
- b. *Audit Findings and Recommendations Log*. The Log shall accompany the Audit Report on SAISE current status. It shall contain groups of findings and recommendations addressed to CEC. The groups of findings and recommendations shall comprise subgroups for each area subject to audit. Every Log record shall contain at least: the identified deficiency, implications for CEC, level of severity, recommended remedy measures.

To develop the deliverables for this Section, *the ICT Consultant* shall review and use the following sources:

- Electoral Code of the Republic of Moldova;
- *Law No. 101 of 15.05.2008 on the Concept of the State Automated Information System "Elections"*;
- Specifications and Project documentation of the implemented SAISE ITSSs;
- Report of the Court of Account of the Republic of Moldova on Auditing the IT with Performance Components at the Central Electoral Commission, Court of Account Decision No. 3 dated 28.01.2013.

3.5. Updating the SAISE Concept

Introduction

Pursuant to the legislation in force, any IT System development process shall start in a mandatory way with the phase of developing the IT System Concept. As the process of SAISE re-engineering launched in 2015 involves significant modification of SAISE in comparison with the existing legal framework, it is required to update the Concept as well (or develop a new Concept) pursuant to the new technologies in force, to amend the related legal and regulatory framework, the initiatives of Governance e-Transformation, etc.

This would enable removing the legal contradictions, observing the IT solution development processes specified in the *Technical Regulation "Software life-cycle processes" TR 38370656 - 002:2006* and establish a conceptual basis for developing specifications intended for subsequent development activities.

Service Objectives

The key objective of this Section is to devise an updated version of *SAISE Concept* aligned with the future vision. The Concept shall describe the objectives, organizational, legal and technological frameworks, SAISE functionalities and implementation strategy, being consistent with the following structure:

Introduction

Chapter I. General Provisions

- 1.1. IT System definition
- 1.2. IT System intended use
- 1.3. Basic notions and abbreviations
- 1.4. IT System goal and objectives
- 1.5. IT System main principles
- 1.6. Tasks performed by the IT System

Chapter II. IT System Legal and Regulatory fields

Chapter III. IT System Functional Area

- 3.1. IT System core functionalities
- 3.2. IT System reporting, auditing and statistical mechanisms
- 3.3. IT System user's interface.

Chapter IV. IT System Organizational Structure

- 4.1. Organizations involved in the IT System development and operation
- 4.2. IT System Implementer
- 4.3. IT System Holder
- 4.4. IT System Owner
- 4.5. IT System Administrator
- 4.6. IT System Registrar
- 4.7. IT System Beneficiary
- 4.8. Users and their roles within the IT System

Chapter V. IT System Documents

- 5.1. IT System input documents

5.2. IT System output documents

5.3. IT System technological documents

Chapter VI. IT System Information Area

6.1. IT System information objects

6.2. IT System information flows

6.3. IT System basis scenarios

6.4. IT System Classifiers and Nomenclatures

6.5. Interaction with other IT Systems

Chapter VII. IT System Technological Area

Chapter VIII. Ensure the IT System Information Security

Chapter IX. IT System Implementation

Conclusion

To understand the Concept content in an efficient and clear manner, *the ICT Consultant* is encouraged to prepare and, where appropriate, insert pertinent graphical schemes and diagrams in the document content, such as:

- **Use Case Diagram** – for the description of the IT System users' needs (identification of functionalities the IT System delivers to authorized users and, if appropriate, to anonymous users);
- **Deployment Diagram** – for the description of the IT solution performance mechanisms within the SAISE technological platform, of interdependences with internal and external IT Systems, as well as with the used and delivered APIs (may be used jointly with the Component Diagram).
- **Component Diagram** – for the description of IT System core components, description of their interaction and dependence (will be used jointly with the Deployment Diagram to specify the hubs where the components would be unrolled).
- **Class Diagram** – for the conceptualization and description of mechanisms used to implement the IT System key functionalities (if appropriate) and to describe the IT System information objects (the IT System data model), their relations and interactions.
- **BPMN Diagrams** – for a summary description of workflows to be implemented within the IT System.

Requirements relating to rendered services

To attain the service objectives mentioned in this Section, *the ICT Consultant* shall render the following services:

- **Develop the SAISE future vision.** The *ICT Consultant*, based on the results of documenting the SAISE ICT current architecture and SAISE audit, shall develop a SAISE future vision model aligned with the modern technologies, the legal framework in effect and the CEC objective functional needs;
- **Develop the Concept of SAISE update.** The *ICT Consultant* shall deliver the SAISE new Concept in Section 3.5, having observed the requirements of the *Technical Regulation "Software life-cycle processes"* and the standards promoted by the e-Government Agency of the Republic of Moldova;

- **Perform a feasibility analysis of implementing the updated Concept.** *The ICT Consultant* shall carry out a feasibility analysis concerning the impediments, constraints, issues and solutions to remove all problems and develop and implement SAISE pursuant to the provisions of the updated Concept;
- **Co-ordinate the developed documents with EDMITE and CEC.** The *ICT Consultant* shall organize a number of workshops with all stakeholders at the level of CEC in order to present and co-ordinate the developed documents. Following the conducted workshops, the final versions of documents will be drafted.

Requirements relating to the developed deliverables.

Following the service rendering pursuant to the requirements mentioned in this Section, *the ICT Consultant* must produce the following deliverables:

- **SAISE To Be Model.** This Model will describe a future vision of SAISE data architecture, applications architecture and technology architecture aligned with the modern technological trends, the provisions of the legislation in force and the CEC objective functional needs.
- **SAISE updated Concept.** The Concept shall be drafted in compliance with the guidelines described in Section *Service Objectives*, Paragraph 3.5 of this document, the suggested To Be Model, the legislation in force and international recommendations for IT System development and implementation.
- **Feasibility study to implement the SAISE updated Concept.** The Study is a brief document listing all types of issues, constraints and impediments to the implementation of SAISE updated Concept.

3.6. Developing the SAISE Transformation Plan

Introduction

The ICT Transformation Plan shall set up the comprehensive actions to be undertaken by CEC and the required measures to be implemented with the aim to ensure SAISE transition from the current status to the perspective vision that CEC would like to have. The implementation measures shall be integrated and consistent over time.

The status of CEC activity computerization shall be improved pursuant to an upstanding project portfolio at the CEC level.

Service Objectives

The SAISE Transformation Plan objective is to define an upstanding plan of measures for the timeframe varying from one month to two years, which implementation would ensure the SAISE transformation pursuant to CEC objectives.

Requirements relating to services

To achieve the service objectives mentioned in this Section, *the ICT Consultant* has to render the following services:

- **Developing the SAISE Transformation Plan.** This Plan shall define the SAISE strategy and transition manner from the current status to the future vision;
- **Developing a Project Portfolio for SAISE transformation.** The *ICT Consultant* shall identify the required projects and activities to implement the SAISE future vision. To this end, the *ICT Consultant* shall consider the interdependences among the projects to align and synchronize all Portfolio projects for SAISE transformation;
- **Developing a roadmap for ICT transformation.** The *ICT Consultant* shall draft a roadmap, based on which the SAISE updated Concept is to be implemented.

Requirements relating to deliverables

As a result of rendering the services pursuant to the requirements mentioned in this Section, *the ICT Consultant* must produce the following deliverables:

- *SAISE Transformation Plan*. The Plan actions shall be clear and distinct relative to other actions. The Action Plan shall be implemented through a Project Portfolio. Each action shall comprise at least: the name, pursued objectives, difficulty level, detailed description, expected deliverables, effects on CEC, participants, implementation timeframe, etc.

4. Project Management

4.1. General Requirements

This Section identifies a package of *Beneficiary's* specific requirements for *the ICT Consultant* concerning the Project Management. These specific requirements shall be the subject of *ICT Consultant* evaluation as per the established evaluation criteria.

The Project management goal is to provide the necessary capacities for Project organization and management to successfully achieve the established objectives. Throughout the Project life cycle, it is necessary to ensure the planning and efficient allocation of resources, progress oversight during each phase, monitoring and assessing the quality of deliverables, etc.

UNDP Moldova is responsible for all procedural and administrative matters concerning the Project launch, contracting and financial management (including the payments) related to the activities carried out for Project implementation, as well as for technical implementation.

The ICT Consultant is responsible for the Project management, for carrying out the Project activities and Action Plan pursuant to the schedule jointly agreed upon with *UNDP Moldova EDMITE Project*. The *ICT Consultant* is responsible for the identification and mobilization of experts to carry out the activities laid down in the Project Plan at the highest possible quality standards.

4.2. Timeline of deliverable submission

	Deliverables	Tentative timeframe
1	Full set of the report on SAISE architecture, including: • Inventory of the SAISE data architecture; • Inventory of the SAISE applications architecture; • Inventory of the SAISE technological architecture.	1 month from Contract start date
2	Audit Report on SAISE status, including: • Auditing the ICT governance area; • Auditing SAISE architecture and its management practice; • Auditing the SAISE functionalities; • Auditing the SAISE information security management; and • Audit Findings and Recommendations Log.	2 months from Contract start date
3	SAISE “To Be” Model	3 months from Contract start date
4	SAISE updated Concept Feasibility Study for the implementation of the SAISE updated Concept	4 months from Contract start date
5	SAISE Transformation Plan, including: • Project Portfolio for SAISE transformation; • Roadmap for the ICT transformation of the SAISE.	4.5 months from Contract start date

4.3. Qualification Requirements for Offerors

The interested legal persons are required to send their Technical and Financial Proposals, which shall contain:

- Description of the proposed Methodology for Project implementation;
- Detailed description of the Company (experience, human resources, managerial and technical capacities in the field, etc.);
- Copy of registration documents;
- Certificate confirming the Company has no debts towards the State Budget;

- The Company experience with the description of three similar implemented projects;
- Description of at least an ICT Consultancy Project of similar complexity with the Moldovan public authorities would be an advantage;
- References provided by Company Beneficiaries for the last four years (including two references for similar consultancy projects);
- CVs of key Experts involved in the Project;
- Copies of professional certifications held by the Company or by the involved key Experts;
- Detailed Financial Proposal;
- Other relevant documents.

4.4. Project Organization Requirements

In order to organize the Project, *the ICT Consultant* shall appoint a Project Manager in charge for the Project Team. The latter shall comprise at least the following key professionals holding the following minimum qualifications:

1. **Project Manager** (1 person) – responsible for the co-ordination of the whole ICT Consultancy mission and for ensuring the quality of Project deliverables:
 - Licensed in Engineering, ITC, Business Management, International Relations, Public Administration, or another relevant field to the proposed assignment (Pre-Bologna System)/Master's Degree (Bologna System) or higher;
 - At least five years of work experience as Manager of Audit and Consultancy Projects;
 - Specific work experience as Project Manager in the ICT field proven by the implementation of similar projects;
 - Professional recognition certifications: PRINCE2/PMP, CISA, TOGAF is an advantage;
 - Excellent command of Romanian and English.
2. **Expert in IT System Architecture** (1 person) – responsible for the analysis of SAISE applications architecture. The required minimum qualifications:
 - Licensed in the Engineering, ITC, Business Management, Economy, or another relevant field to the proposed assignment (Pre-Bologna System)/Master's Degree (Bologna System);
 - At least two consultancy projects, involving the development of IT System Architecture, where he/she held a key role;
 - Knowledge of technologies promoted by the e-Government Agency;
 - Excellent command of Romanian or Russian;
 - Professional recognition certifications TOGAF, CISA will be an advantage.
3. **Expert in Analyzing Business Processes** (1 person) – responsible for the analysis of CEC business processes implemented within SAISE. The required minimum qualifications:
 - Licensed in Engineering, ITC, Business Management, International Relations, Public Administration, or another relevant field to the proposed assignment (Pre-Bologna System)/Master's Degree (Bologna System);
 - At least four years of work experience in the field of designing IT Systems and drafting the IT System design or procurement documentation;

- Knowledge of the methodology and rules for drafting technical documentation specific for the Republic of Moldova;
 - Knowledge of the field where he/she will work;
 - Excellent command of Romanian or Russian.
4. **Expert in Technological Architecture** (1 person) – responsible for the analysis of CEC technological architecture related to *SA/SE*. The required minimum qualifications:
- Licensed in in Engineering, ITC, Business Management, International Relations, Public Administration, or another relevant field to the proposed assignment (Pre-Bologna System)/Master's Degree in the ICT field (Bologna System);
 - At least five years of work experience in the field of designing, implementing and operating complex technological platforms;
 - At least three consultancy projects dealing with the development of technological architecture, where he/she held a key role;
 - Excellent command of Romanian or Russian.
5. **Information Security Expert** (1 person) – responsible for the evaluation of information security, setting the needs for information security and integration of those requirements in all Project deliverables. The required minimum qualifications:
- Licensed in in Engineering, ITC, Business Management, International Relations, Public Administration, or another relevant field to the proposed assignment (Pre-Bologna System)/Master's Degree in the ICT field (Bologna System);
 - At least five years of work experience in the field of security audit and consultancy in the field of information security and information technology;
 - At least one project where he/she held a key role dealing with information security;
 - Mandatory professional recognition certifications: CISM/CISSP;
 - Excellent command of Romanian or Russian.

In its Proposal, *the ICT Consultant* shall include the suggested Project management organizational structure. The *ICT Consultant* shall argue its choice, proving its appropriateness relative to the Project objectives and implementation environment. The *ICT Consultant* Project Manager shall be assigned at least the following duties within the Project:

- ensure proper Project risk management, the quality of deliverables and control the progress achieved at each Project phase;
- ensure control of interdependency of Project components to minimize any Project stagnation risk;
- ensure efficient communication within the Project by setting, at least, progress reporting on a weekly basis;
- ensure adequate Project management transparency through accurate documentation of all Project management matters.

The ICT Consultant shall submit as part of its Proposal the Project initiation draft documents to include at least the following:

1. Project organizational structure.
2. Project Plan.
3. Communication Plan.

4. Quality Plan.
5. Progress monitoring process.
6. Exemption treatment process.
7. Deliverables acceptance plan.
8. Project library structure.

When subcontracting the activities for producing certain deliverables, *the ICT Consultant* shall submit the Work Packages related to those activities. The Work Package structure shall contain: the date, responsible person, overall description, description of deliverables that are part of the Work Package concerned, methods employed to check the quality, the level of resources to be allocated, the beginning and the ending dates, constraints, the reporting manner.

The Work Packages to be subcontracted shall be signed and submitted by both the Offeror and the proposed Subcontractor.