

TERMS OF REFERENCE

**For procurement of ICT consultancy for the Ministry of Internal Affairs of the
Republic of Moldova**

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Abbreviations used in the document

- **CARM** – Court of Accounts of the Republic of Moldova
- **CPA** – Central Public Administration
- **CPESS** – Civil Protection and Exceptional Situations Service
- **GPI** – General Police Inspectorate
- **ICT** – Information and Communications Technology
- **IT** – Information Technology
- **ITSM** – Information Technology Service Management
- **ISMS** – Information Security Management System
- **MIA** – Ministry of Internal Affairs
- **ToR** – Terms of Reference
- **UNDP** – United Nations Development Programme

1. General Information

1.1. Procurement background

In line with the strategic objectives defined in the “Strategic Development Program of the Ministry of Internal Affairs for 2012-2014”, and based on the MIA Order No. 18 of 22.01.2013, the *Strategy for Development of Information and Communications Technology (ICT) of the Ministry of Internal Affairs of the Republic of Moldova for 2013 – 2015* was approved. The Strategy is the main policy document, which determines the mechanism for applying information technologies within the *Ministry of Internal Affairs*. It sets forth the mid-term objectives and tasks in the context of the electronic governance priority and that of providing qualitative services to ensure the law enforcement in line with the European community’s exigencies and standards.

According to the Action Plan on implementation of the *MIA ICT Strategy*, noted in Annex No. 2 to the Strategy, a complex audit of the current situation was performed in 2014 for the ICT area on the MIA, as a result of which a plan was developed for transforming the MIA ICT sector and a portfolio of projects related to it.

As a result of the audit missions of the *CARM* from 2013 and 2016, and after the IT audit carried out in 2014 in the MIA, a number of drawbacks were identified in the MIA ICT structure. In this context, the main goal of the present procurement is to promote the implementation of the MIA ICT Transformation Plan. In particular, concepts will be developed related to the following key information systems of the MIA in line with the perspective vision of the MIA ICT infrastructure:

- Criminal and Forensic Information Register;
- State Register of Road Accidents;
- MIA Interoperability Platform;
- Information System for record keeping of offences and penalization points.

The requirements and the recommendations of the *CARM* provided as a result of the audit missions, the modern ICT technologies’ trends and the current national legal and methodological requirements for the ICT sector should be taken into consideration.

1.2. Strategic objectives in the MIA ICT area

The main objective of the MIA ICT Strategy is to increase efficiency and transparency of the activity of the *Ministry of Internal Affairs* by promoting and applying modern information technologies.

The specific strategic objectives are:

- to ensure a unique protected and secured information space of the internal affairs system by developing the MIA ICT infrastructure (in line with the international standards’ requirements);
- to streamline the internal affairs system by modernizing the *MIA Integrated Information System*; to create, implement and develop the information resources and systems to ensure the collection, processing, management and analysis of data in the decision-making process;
- to improve the quality of public services by implementing the electronic services; the citizens will be able to access easier the data and to request for electronic services which will be accessible through different channels: internet, mobile telephony, interactive terminals, etc.

1.3. Objectives of the procurement of ICT consultancy services

The main aim of the consultancy services is to define the concepts related to the key information systems of the MIA and to update the *MIA ICT Transformation Plan* to reflect the current progress and to ensure the implementation of the defined concepts.

The following specific objectives of the consultancy services correlated with the main aim of the procurement may be pointed out:

1. To analyze and assess the progress obtained in implementing the *MIA ICT Transformation Plan*;
2. To update the current MIA ICT architecture documentation based on the progress obtained in implementing the *MIA ICT Transformation Plan*;
3. To analyze the current conditions regarding the use of some MIA key information systems;
4. To develop the concepts for the MIA key information systems taking into account the future MIA ICT vision;
5. To analyze the feasibility of implementing the concepts developed for the MIA key information systems and to define the plan for concepts' implementation;
6. To update the future MIA ICT architecture to be aligned to the concepts developed for the MIA key information systems;
7. To update the *MIA ICT Transformation Plan* to support the implementation of the concepts of the MIA key information systems developed in the context of the given procurement.

1.4. Results and expected benefits

As a result of the ICT consultancy services requested under these Terms of Reference, the *Ministry of Internal Affairs* expects that it will:

- A. have the documented concepts regarding the MIA key information systems, feasible to be implemented, according to the legal provisions in force and validated with all the stakeholders from the MIA;
- B. have the Action Plan for implementing the concepts of the MIA key information systems developed within the requested ICT consultancy services,
- C. have the future MIA ICT architecture aligned to the MIA key information systems defined concepts;
- D. have the *MIA ICT Transformation Plan* aligned to the Action Plan for the implementation of the MIA key information systems' concepts.

The expected results should allow establishing explicitly the development directions of the key information systems, without affecting at the same time the implementation of the *MIA ICT Transformation Plan* in other aspects. The produced deliverables will allow the MIA initiating the actions related to preparing the legal, institutional, and technical environment for the reengineering of the information systems according to the defined concepts.

2. Institutional Environment of the Ministry of Internal Affairs

2.1. *Brief description of the MIA activity and structure*

The mission of the *Ministry of Internal Affairs of the Republic of Moldova* is to fulfill the constitutional prerogatives of the Government to develop, promote, and implement the state policies for ensuring legality, public order, civil protection, anti-fire protection, as well as for observing citizens' fundamental rights and freedoms.

The main functions of the MIA are:

- Development of policy documents, draft normative acts in the areas of activity, including the ones for ensuring the enforcement of normative acts and the decrees of the President of the Republic of Moldova, after their publication in the Official Gazette of the Republic of Moldova;
- Collaboration in line with the national legislation with the specialized institutions from abroad;
- Enforcement of normative acts and implementation of international treaties of the Republic of Moldova in the relevant areas of activity, compilation of reports regarding their implementation;
- Review and endorsement of draft normative acts developed by other public administration authorities and sent for examination;
- Development and submission of budget proposals in the areas of activity, development of the annual plan of activity, as well as annual monitoring of the implementation level through development and publication of the respective reports;
- Organization of the systems for planning, execution, accounting record keeping and budget reporting within the Ministry and if necessary, within the subordinated budgetary authorities/institutions;
- Coordination and monitoring of activities of the administrative authorities, de-concentrated public services under subordination and of public institutions in which the Ministry is the founder;
- Performing other specific functions.

Ministry of Internal Affairs carries out its functions in the following areas:

- Public order and security;
- Integrated state border management;
- Combating of organized crime;
- Management of migration flow, asylum and foreigners' integration;
- Prevention and liquidation of consequences of emergency and exceptional situations, civil protection, defense against fires and provision of qualified first-aid;
- Ensuring the observance of human fundamental rights and freedoms, as well as protection of private and public property;
- Record keeping of the population and citizenship;
- State material and mobilization reserves;
- Management of special status functions within the Ministry.

For the purpose of carrying out its functions, the *Ministry of Internal Affairs* has a central apparatus with the following structure

- Minister;
- Minister's Office (with the status of a Division);
- State General Secretary;
- State Secretary;
- Policies' Analysis, Monitoring and Evaluation Division;
- Public Order and Security Policies Division;
- Policies for Preventing and Combating Crime Division;
- International Cooperation Division;
- Integrated State Border Management Policies Division;
- Migration and Asylum Policies Division;
- Crises' and Emergencies' Management Policies Division;
- Personnel and Education Policies Division;
- Population and Citizenship Record-keeping Policies Service;
- State Material and Mobilization Reserves' Policies Service;
- Special Problems Service;
- Internal Audit Service;
- Institutional Management Division:
 - a) Legal Section
 - b) Human Resources Section
 - c) Financial-Administrative Section
 - d) Documents' Management Section
 - e) Information and Media Communication Service

The Ministry has 11 subordinated institutions (the description of the subordinated institutions is presented in the subsequent chapters). Details regarding the structure and the activities of the MIA may be accessed on <http://www.mai.gov.md/ro/structura/structura-10>

2.2. Brief description of the MIA subordinated institutions

For the purpose of ensuring a good activity, the MIA has in its subordination the following institutions, which depending on ICT use, will be part of the requested ICT consultancy study focus:

- General Police Inspectorate;
- Border Police Department;
- Civil Protection and Exception Situations Service;
- Carabineers' Troops Department;
- Bureau of Migration and Asylum;
- Information Technologies Service;

- Internal Protection and Anticorruption Service;
- Operational Supervision and Inspection Service;
- Academy "Stefan cel Mare";
- Medical Service;
- Central Sports Club "Dinamo".

Table 1 contains a brief description of the role, mission, and responsibilities of the institutions subordinated to the Ministry of Internal Affairs.

Table 1. Role, Mission and Responsibilities of the institutions subordinated to the MIA

No.	Name of subordinated subdivision / institution	Role, mission of the subordinated subdivision / institution	Responsibilities of the institution
1.	General Police Inspectorate	<p>Specialized public institution of the State, under the subordination of the MIA, with the mission to protect persons' fundamental rights and freedoms by maintain, ensuring, and reestablishing the public order and security, preventing, investigating and discovering offences and crimes.</p> <p>Detailed information about the GPI may be found at http://www.politia.md</p>	<p>At the central level, the GPI has the following duties:</p> <ol style="list-style-type: none"> 1. To develop policies, to organize the implementation of the respective policies in the area of preventing and combating offences and crimes, and to implement these policies through police subdivisions with competence on the entire territory of the country. 2. To organize and ensure the public order and security. 3. To manage, control, and ensure the normative basis for the operative investigation and prosecution of offenders in MIA subdivisions. 4. To coordinate and manage the activities of the human resources service, social and legal protection service, ensuring work discipline and legality of police activities. 5. To organize the use of technical, forensic and operative means for carrying out criminal investigation and operative investigation activities, for ensuring technical-scientific consultations and forensic expertise. <p>At the level of the de-concentrated services, the GPI has the following duties:</p> <ol style="list-style-type: none"> 1. To prevent, determine, stop, discover crimes and offences, prosecute the persons committing them, looking for the wanted persons and other persons in the cases provided in the legislation. 2. To ensure public order and security. 3. To protect life, health, rights and freedoms of the citizens, interests of the society and of the state from criminal attempts and other illegal attacks.

No.	Name of subordinated subdivision / institution	Role, mission of the subordinated subdivision / institution	Responsibilities of the institution
2.	Border Police Department	<p>The public administration body from the MIA, which performs its duties and implements the state policy in the area of integrated border management, preventing and combating trans-border crime.</p> <p>Information about the Border Police Department may be found on http://www.border.gov.md</p>	<p>The duties of the Border Police are regulated in Chapter III, article 6 of the Law No. 283 of 28.12.2011 on Border Police.</p>
3.	Civil Protection and Exceptional Situations Service	<p>Development and implementation of state policies in the area of civil protection and protections against fires.</p> <p>The fundamental principles for organization of civil protection in the country, its tasks, legal framework for this area are set forth in the Law on Civil Protection No. 271-XIII of 09 November 1994. Information about the Civil Protection and Exceptional Situations Service may be found on http://www.dse.md</p>	<p>At the central level, the CPESS has the following duties:</p> <ol style="list-style-type: none"> 1. Direct management and state supervision of the area of civil protection and anti-fire security on the entire territory of the country. 2. Organization and supervision of rescue works, other emergency works, in case of exceptional situations and fire situations, liquidation of such events' consequences. 3. Organization of measures of prior and multilateral preparedness of the population, national economy objects, and Civil Protection forces. 4. Permanent monitoring and notification of the management bodies and population of the country about the danger and emergence of exceptional situations. 5. Development and organization of policy implementation in the area. 6. Maintaining in completely prepared status the forces and means of Civil Protection and managing their actions for performing rescue activities and other urgent works. <p>At the level of deconcentrated services, the CPESS has the following duties:</p> <ol style="list-style-type: none"> 1. Direct management of civil protection in the served territory, coordination of the LPA activity in the area and protection against fires. 2. Ensuring the permanent rescue service, other emergency interventions, in case exceptional situations and fires occur. 3. Liquidation of consequences of exceptional situations, including of fires. 4. Preparing the administration bodies, Civil Protection forces, as well as training of population in the area of civil protection and protection against fires.

No.	Name of subordinated subdivision / institution	Role, mission of the subordinated subdivision / institution	Responsibilities of the institution
			<ol style="list-style-type: none"> 5. Performing state supervision in the area of civil protection and protection against fires. 6. Monitoring the situation in the served area, assessing the risks and informing on time authorities, population regarding the existing danger.
4.	Carabineers' Troops Department	<p>Management of the military and service activities during peace and war time carried out by the military units/sub-units of carabineers' troops, for the purpose of ensuring and recovering the public order, guard of diplomatic objects, and provision of assistance within the limits of its competences in cases of exceptional situations, organization and service execution by the troops.</p> <p>Information about the Carabineers' Troops Department may be found at http://www.carabinier.gov.md</p>	<p>At the central level, the CTD has the following duties:</p> <ol style="list-style-type: none"> 1. To permanently maintain the fight level of the carabineers' troops. 2. To organize and ensure the fight and troops' service in the military units/sub-units. 3. To train professionally, prepare and improve the personnel within the limit of held competence. 4. Military-patriotic education of the troops. <p>At the level of the military units, the CTD has the following duties:</p> <ol style="list-style-type: none"> 1. To perform training and preparing programs for the troops in the competence limit. 2. To perform the patrol and sentinel service in the area of responsibility. 3. To participate in ensuring and recovering the public order. 4. To provide assistance in the limits of the competence in situations of exceptional cases. 5. To organize and perform the troop service.
5.	Bureau of Migration and Asylum	<p>Promotion and implementation of the state policy in the area of migration and asylum.</p> <p>Information about the Bureau of Migration and Asylum may be found on http://www.bma.gov.md</p>	<ol style="list-style-type: none"> 1. To develop, control, and supervise the legislation in the area of migration. 2. To manage migration processes, to supervise foreigners' stay regime on the territory of the Republic of Moldova. 3. To keep the records and issue ID documents, invitations and visas in exceptional situations, to prolong visas for foreigners. 4. To provide refugee status or one of the protection forms, and shelter to asylum seekers. 5. To combat illegal stay and migration of foreigners, detention, return, expulsion of foreigners and readmission.
6.	Information Technologies Service	<p>Increasing efficiency and transparency of the MIA activity of serving the citizens by promoting and applying</p>	<ol style="list-style-type: none"> 1. Implementation of policies for developing and implementing MIA information and communication technologies.

No.	Name of subordinated subdivision / institution	Role, mission of the subordinated subdivision / institution	Responsibilities of the institution
		modern information technologies.	<ol style="list-style-type: none"> 2. Creation, administration, maintenance, development and operation assurance of MIA information and communications systems. 3. Ensuring the integration of department and inter-department information resources and systems. 4. Ensuring protected and regulated access to MIA information resources. 5. Ensuring information security and personal data protection. 6. Coordination of activities and projects for developing the IT segment in the MIA. 7. Provision of information services.
7.	Internal Protection and Anti-corruption Service	Ensuring MIA internal protection, preventing and combating corruption among the MIA personnel	<ol style="list-style-type: none"> 1. Ensuring MIA internal protection. 2. Ensuring the supervision and control over the observance of the legislation and duty discipline by the MIA personnel. 3. Examining the petitions lodged with the MIA against its personnel actions, according to the competence, as well as upon the order of the Minister of Internal Affairs, and if needed, upon the discretion of the Head of the Service. 4. Carrying out duty investigations for cases of high resonance. 5. Carrying out unplanned and planned controls for verifying law observance and duty discipline. 6. Performing special control of candidates to be recruited and promoted within MIA and its subordinated subdivisions. 7. Performing special investigation activities. 8. Ensuring, within its limits of competence, of prevention and combating of corruption and related acts, corruption behavior involving MIA personnel. 9. Organizing and carrying out professional integrity testing and monitoring policemen's lifestyle. 10. Carrying out measures to prevent and end treasons from MIA personnel and leak of information. 11. Collaboration with the MIA subordinated subdivisions and other bodies protecting law enforcement in the area of internal protection, preventing and combatting corruption among the MIA personnel.

No.	Name of subordinated subdivision / institution	Role, mission of the subordinated subdivision / institution	Responsibilities of the institution
			<ol style="list-style-type: none"> 12. Ensuring supervision and control over observance of supervision and control of secrete regime within MIA and its subordinated subdivisions. 13. Organizing and carrying out the work with petitions and (anti-corruption) trust line.
8.	Operational Supervision and Inspection Service	Operational supervision integrated with the forces and means of administrative authorities and MIA subordinated institutions, monitoring of events and performing information management in MIA area of competence, ensuring decision-making support for MIA leadership in case of integrated management of crises, coordination of MIA activities with other state institutions with competences of crises' management, evaluation and control of service activities of the administrative authorities and MIA subordinated institutions.	<ol style="list-style-type: none"> 1. Monitoring of events and management of information in the MIA area of competence. 2. Coordination of unitary fulfillment by the MIA forces of planned measures. 3. Ensuring decision-making support to MIA leadership in the process of integrated management of forces and means of the administrative authorities and MIA subordinated institutions. 4. Ensuring, upon the order of the MIA, the integrated operational supervision of the forces and means of the administrative authorities and MIA subordinated institutions. 5. Coordination of MIA actions with other state institution with crises' management competence. 6. Evaluation and inspection of service activities of the subdivisions of administrative authorities and MIA subordinated institutions.
9.	Police Academy „Ștefan cel Mare”	Training specialized personnel for filling in positions in the MIA subdivisions, covering initial and continuous training activities. Additional information may be accessed on http://www.academy.police.md	<ol style="list-style-type: none"> 1. Ensuring initial and continuous training of MIA personnel. 2. Carrying out scientific research in the specific areas of MIA activity. 3. Training through master degree and PH degree post-graduate studies of specialists in the areas in which it is empowered to do it.
10.	Medical Service	Organization, guidance, coordination and control of primary healthcare activity ambulatory specialized healthcare (including dental care), inpatient healthcare, high-performance care, sanitary-epidemiological and medical-military forensic expertise, monitoring over the implementation of national health programs in the medical-sanitary network of the MIA.	<ol style="list-style-type: none"> 1. Ensuring the implementation of disease prevention measures, as well as supervision and improvement of health condition of the MIA personnel and insured persons. 2. Organizing the strict medical-military selection of the candidates to be employed within MIA. 3. Organizing medical training for the MIA personnel so as to provide first aid at the place of the incident, in case of exceptional situation, accidents while performing the service duties.

No.	Name of subordinated subdivision / institution	Role, mission of the subordinated subdivision / institution	Responsibilities of the institution
			<ol style="list-style-type: none"> 4. Providing organizational-methodological assistance for medical-sanitary institutions, medical units of the MIA subdivisions. 5. Supervising the observance over the sanitary-hygiene norms and anti-epidemics rules in MIA subdivisions.
11.	Central Sports Club „Dinamo"	Development, organizational-methodological management and implementation of the complex system of physical training of the personnel from MIA subdivisions, subordinated and deconcentrated institutions.	<ol style="list-style-type: none"> 1. Creating and implementing a complex system of special physical training and fire performance for the MIA personnel so as to form the practical skills necessary for their activity; 2. Organizational-methodological management of the physical training and fire performance within MIA subdivisions. 3. Organization of physical training and fire performance outside the service and development of applied sports. 4. Establishing the production and husbandry activity at the sport bases and subordinated subdivisions. 5. Training together with the Sports Agency and NOC performance sportsmen based on the training center "The Young Dinamovist" and the performance sport team of the SPD, as well as participation in European and world championships and Olympic Games.

2.3. MIA-related ICT environment

The detailed description of the MIA ICT environment and related problems can be found in materials of the MIA ICT assessment performed in 2014 (these materials will be made available for the ICT Consulting Company when the consultancy activity starts).

The pertinent information related to the problems of the MAI ICT sector can be also found in the reports of the assessment missions of the CARM:

- IT Assessment with Performance Elements Report "What was the real progress and what is the perspective of automatization of processes in the area of internal affairs?", <http://www.ccrm.md/hotariri-si-rapoarte-1-95?idh=653>
- Assessment Report "Assessing the implementation level of assessment requirements and recommendations submitted in the Court of Accounts Decision No. 57 of 05.11.2013"
- Assessment Report "Management of Road Traffic Supervision Systems", Official Gazette No. 149-154 of 12.05.2017, <http://www.ccrm.md/hotariri-si-rapoarte-1-95?idh=836>

2.4. Reference and legal aspects for the ICT Consulting Company activity

Analyzing the in-force normative-legislative framework of the Republic of Moldova, a number of acts may be pointed out as having provisions to be considered in the ICT consultancy services envisaged in

the present Terms of Reference. In this respect, a set of 54 legal and normative acts were identified, being grouped depending on the level of the applicability as follows:

- acts regulating MIA business processes, including the ones implemented within information solutions;
- acts regulating ICT initiatives and technologies promoted in the Republic of Moldova, which should be implemented within the information system;
- general acts which will establish the general framework for information systems' operation.

2.4.1. Acts regulating MIA business processes, including in ICT component

The legal framework of the Republic of Moldova contains a number of normative-legislative acts regulating the implementation of MIA business processes, as well as the modality for implementing information solutions related to the MIA activity. The following can be mentioned in this category of normative-legislative acts:

1. *RM Law No. 1549 of in 19.12.2002 on State Registration of Fingerprint Data*, Official Gazette No. 14-17/51 of 07.02.2003.
2. *RM Law No. 216 of 29.05.2003 on Automated Integrated Information System for keeping the records on crimes, criminal cases, and persons who committed crimes*, Official Gazette No. 170-172/695 of 08.08.2003.
3. *Government Decision No. 1202 of 17.10.2006 approving the Concept of the Integrated System of Law Enforcement Bodies*, Official Gazette No. 168-169/1293 of 27.10.2006.
4. *Government Decision No. 287 of 12.05.2016 approving the Strategy for Police Development for 2016-2020 and the Action Plan for its implementation*, Official Gazette No. 134-139/645 of 20.05.2016.
5. *MIA Order No. 243 of 18.08.2017 regarding the System for Information Technology and Communication Services' Management within the Ministry of Internal Affairs*.
6. *MIA Order No. 244 of 18.08.2017 regarding the System of Information Security Management within the Ministry of Internal Affairs*.
7. *MIA Order No. 18 of 22.01.2013 approving the Strategy for ICT Development in the Ministry of Internal Affairs of the Republic of Moldova for 2013-2015*.
8. *Government Decision No. 633 of 06.06.2007 approving the Concept of the Automated Information System "Criminal and Forensic Information Register"*, Official Gazette No. 86-89 of 22.06.2007.
9. *Government Decision No. 690 of 20.09.2011 approving the Action Plan for implementing the Concept of the Automated Information System "Criminal and Forensic Information Register" and e-services for 2011-2012*, Official Gazette No. 156-159/61 of 23.09.2011.
10. *Government Decision No. 328 of 24.05.2012 approving the Regulation for organization and operation of the Automated Information System "Criminal and Forensic Information Register"*, Official Gazette No. 104-108/368 of 01.06.2012.
11. *Government Decision No. 693 of 21.06.2007 approving the Concept of the Automated Information System "State Register of Road Accidents"*, Official Gazette No. 90-93 of 29.06.2007
12. *Government Decision No. 40 of 17.01.2012 approving the Concept of the Automated System for supervising road traffic "Traffic Control"*, Official Gazette No. 21-24 of 27.01.2012
13. *Government Decision No. 965 of 17.11.2014 approving the Regulation on organization and operation of the Automated System for Supervision of Road Traffic "Traffic Control" and*

amending the Concept of the Automated System of Supervision of Road Traffic "*Traffic Control*", Official Gazette No. 352-357 of 28.11.2014

14. *Government Decision No. 565 of 21.05.2007* approving the Concept of the Automated Information System "*Fingerprints' Register*", Official Gazette No. 78-81/628 of 08.06.2007.
15. *Government Decision No. 635 of 06.06.2007* approving the Concept of the Automated Information System "Register of Secured Objects", Official Gazette No. 90-93/706 of 29.06.2007.
16. *Government Decision No. 824 of 23.07.2007* approving the Concept of the Automated Information System "Register of Law Enforcement Infrastructure", Official Gazette No. 112-116/875 of 03.08.2007.
17. *Government Decision No. 1401 of 13.12.2007* approving the Concept of the Automated Information System "Migration and Asylum", Official Gazette No. 203-206/1478 of 28.12.2007.
18. *Government Decision No. 834 of 07.07.2008* on the Integrated Information System of the Border-guard Service, Official Gazette No. 125-126/841 of 15.07.2008.

2.4.2. Acts regulating the ICT initiatives in the Republic of Moldova

During the ICT consultancy services' provision and especially when developing the 5 Technical Specifications, it is considered to be appropriate to consider and implement the requirements and recommendations deriving from the normative-legislative acts on ICT initiatives in the Republic of Moldova. The following acts should be taken into consideration for the purpose of observing the e-governance framework promoted by the Government:

19. *Government Decision No. 709 of 20.09.2012* on certain measures in the area of e-Transformation of Governance, Official Gazette No. 156-159/779 of 23.09.2012.
20. *Government Decision No. 710 of 20.09.2012* approving the Strategic Program for Technological Modernization of Governance (*e-Transformation*), Official Gazette No. 156-159 of 23.09.2011;
21. *Government Decision No. 499 of 06.07.2012* on the e-Transformation subdivision from central public administration authorities, Official Gazette No. 143-148/546 of 13.07.2012.
22. *Government Decision No. 128 of 20.02.2014* on Joint Governmental Technological Platform (*MCloud*), Official Gazette No. 47-48 of 25.02.2014.
23. *Government Decision No. 656 of 05.09.2012* approving the Program on Interoperability Frame, Official Gazette No. 186-189 of 07.09.2012.
24. *Government Decision No. 1090 of 31.12.2013* on Governmental Electronic Service for Access Authentication and Control (*MPass*), Official Gazette No. 4-8 of 10.01.2014.
25. *Government Decision No. 405 of 02.06.2014* on Governmental Integrated Electronic Service of Digital Signature (*MSign*), Official Gazette No. 147-151 of 06.06.2014.
26. *Government Decision No. 708 of 28.08.2014* on Governmental Electronic Service of Logging (*MLog*), Official Gazette No. 261-267 of 05.09.2014.
27. *Government Decision No. 280 of 24.04.2013* regarding certain actions for implementing the Governmental Service of Electronic Payments (*MPay*), Official Gazette No. 109 of 10.05.2013.
28. *Government Decision No. 329 of 28.05.2012* on Governmental Service of Electronic Payments (*MPay*), Official Gazette No. 104-108 of 01.06.2012.

29. *Government Decision No. 329 of 28.05.2012* on Governmental Electronic Service of Electronic Payments, Official Gazette No. 104-108 of 01.06.2012.
30. *Government Decision No. 330 of 28.05.2012* on creation and administration of the single governmental portal of public services, Official Gazette No. 104-108 of 01.06.2012.
31. *Government Decision No. 701 of 25.08.2014* approving the Methodology for publishing open governmental data, Official Gazette No. 256-260 of 29.08.2014.
32. *Law No. 91 of 29.05.2014* on Electronic Signature and Electronic Document, Official Gazette No. 174-177 of 04.07.2014.
33. *Government Decision No. 945 of 05.09.2005* on Centers for Certification of Public Keys, Official Gazette No. 123-125 of 16.09.2005.
34. *Government Decision No. 320 of 28.03.2006* approving the Regulation on modalities of applying digital signature in the electronic documents of public authorities, Official Gazette No. 51-54 of 31.03.2006.
35. *Government Decision No. 844 of 26.07.2007* approving the Concept of the Integrated System of Electronic Documents' Flow, Official Gazette No. 117-126/890 of 10.08.2007.

The national methodology and standards, as well as the recommendations and requirements enshrined in the ICT sector should be taken into consideration for conceptualizing the 4 Technical Specifications. Hence, the following regulations and standards should be considered:

36. *Republic of Moldova Standard SM ISO/CEI/IEEE 15288:2015 – "Systems and software engineering — System life cycle processes"*.
37. Michael O. Leavitt, Ben Shneiderman, *Research-Based Web Design & Usability Guidelines*, U.S. Government Printing Office, http://www.usability.gov/guidelines/guidelines_book.pdf
38. *World Wide Web Consortium Recommendations (W3C)* (<http://www.w3c.org>) regarding the quality of the web pages' content, possibility to view correctly the information, using the widely-used Internet explorers, and compatibility with different information platforms;
39. *WAI (Web Accessibility Initiative) Recommendations* (<http://www.w3c.org/WAI>) on ensuring the possibility of using sites' resources by persons with disabilities;
40. *WCAG Recommendations (Web Content Accessibility Guidelines)* (<http://www.w3.org/TR/WCAG20/>)
41. *W3C Recommendations* (<http://validator.w3.org>) for testing WEB pages. All the pages of the WEB applications will be tested in line with these recommendations.

The provisions of the assessment mission reports should be taken in consideration during the provision of consultancy services and while developing the related deliverables, as follows:

42. *Decision of the Court of Accounts of the Republic of Moldova No. 57 of 05.11.2013* regarding the Report of Information Technologies' Assessment with Performance Elements "What was the real progress and what is the perspective of automatization of processes in the area of internal affairs?", Official Gazette No. 304-310 of 27.12.2013.
43. *Decision of the Court of Accounts of the Republic of Moldova No. 12 of 05.04.2017* approving the Assessment Report "Management of Road Traffic Supervision Systems", Official Gazette No. 149-154 of 12.05.2017.
44. *Decision of the Court of Accounts of the Republic of Moldova No. 27-S of 19.06.2017* approving the Assessment Report "Assessing the implementation of assessment requirements and recommendations submitted by the Decision of the Court of Accounts No. 57 of 05.11.2013".

2.4.3. General acts related to conceptualization, development, launch into production and operation of information solutions

In addition to the legal and normative acts to serve as basis for performing ICT consultancy services under the conditions of the present Terms of Reference, a set of legal acts imposing organizational measures and external constraints for the operation of the 4 information systems for which Technical Specifications are to be developed should be taken into consideration. The following may be mentioned at this category of acts:

45. *Government Decision No. 33 of 11.01.2007* regarding the unified development rules and requirements for policy documents, Official Gazette No. 6-9/44 of 19.01.2007.
46. *Government Decision No. 735 of 11.06.2002* regarding the special telecommunication systems of the Republic of Moldova, Official Gazette No. 79-81 of 20.06.2002.
47. *Government Decision No. 840 of 26.07.2004* regarding the creation of the Telecommunication System of the Public Administration Authorities, Official Gazette No. 130/1013 of 30.07.20054.
48. *Law No. 241 of 15.11.2007 on Electronic Communications*, Official Gazette No. 51-54/155 of 14.03.2008.
49. *Law No. 467 of 21.11.2003 on Computerization and State Information Resources*, Official Gazette No. 6-12/44 of 01.01.2004.
50. *Government Decision No. 562 of 22.05.2006* regarding the creation of state automated information resources and systems, Official Gazette No. 79-82/591 of 26.05.2006.
51. *Order No. 94 of 17.09.2009 of the Ministry of Information Development approving certain technical regulations (the way of record-keeping of electronic public services, provision of electronic public services, ensuring information security for provision of electronic public services, determining the cost of developing and implementing the automated information systems)*, Official Gazette No. 58-60 of 23.04.2010.
52. *Law No. 133 of 08.07.2011 on Personal Data Protection*, Official Gazette No. 171-175 of 14.10.2011.
53. *Government Decision No. 1123 of 14.12.2010 approving the Requirements for ensuring personal data security when being processed within information systems of personal data*, Official Gazette No. 254-256 of 24.12.2010.
54. *Law No. 982 of 11.05.2000 on Access to Information*, Official Gazette No. 88 of 28.07.2000.
55. *Law No. 1069 of 22.06.2000 on Informatics*, Official Gazette No. 073 of 05.07.2001.
56. *Technical Regulation "Software Lifecycle Processes" RT 38370656-002:2006*; Official Gazette No. 95-97/335 of 23.06.2006.

3. Specification of Contracted ICT Consultancy Services

3.1. Scope of ICT consultancy services

The services requested according to these Terms of Reference should include in their scope the *Ministry of Internal Affairs and MIA* subordinated institutions indicated in points 2.1 and 2.2 of the present document.

3.2. General specifications of the requested consultancy services

Taking into account the objectives of the Terms of Reference, while concluding the technical offer for the ICT consultancy service, *the ICT Consulting Company* should mention on compulsory basis in the technical offer the following basic principles to be applied all over the project:

1. **Focused on objectives** – the team of ICT experts, the provided works and services, as well as the deliverables to be developed under this procurement, should demonstrate a consistent orientation towards achieving the main objective of the contracted consultancy services, indicated in these *ToR*, as well as towards fulfilling the specific objectives of the project, also stipulated in these *ToR*. In its technical offer, *the ICT Consulting Company* should demonstrate through all possible dimensions that the actions planned and envisaged in the Offer will be able to ensure the successful achievement of the main goal and specific objectives within the set deadline.
2. **Commitment and responsibility** – the *ICT Consulting Company* should commit itself and be fully responsible for the project's success within the limit of appointed obligations.
3. **Professionalism and competence** – the ICT consultancy services should be based on a high level of professionalism, competence and experience in the area. For the purpose of supporting the necessary level of professional and competence in line with the set requirements, *the ICT Consulting Company* should have capacities to allocate permanently within the project some highly qualified specialists, according to appointed requirements, and if needed, to attract specialists from different areas of activity so as to be able to cover any needed competence for the purpose of achieving the pursued objectives. The services should be provided according to the good practices in the area. The *ICT Consulting Company* will mention the standards, methodologies and good practices to be applied if eventually the respective consultant's offer is selected. The experts of the *ICT Consulting Company* will hold all the recognized certifications in the area related to their involvement.
4. **Quality** – the notion of quality should be treated at its absolute value and with maximum responsibility. In this context, the *ICT Consulting Company* shall express in the technical offer its own vision for ensuring the quality of every deliverable separately, as well as for the totality of consultancy services, as a whole.
5. **Know-how** – the *ICT Consulting Company* should prove holding enough *know-how* for ensuring successful achievement of the set objectives. Hence, the technical offer should include detailed description of the principle approach in the present project, describe all the methodologies, techniques and tools used in performing the set tasks. As well, the *ICT Consulting Company* should take into consideration and mention how the dissemination of a part of the *know-how* necessary for MIA will be ensured, so as to understand and implement the set objectives.

6. **Flexibility** – due to the complex nature of the requested consultancy services, the *ICT Consulting Company* should mention the level of flexibility in allocating additional resources if needed, that it commits itself to in case of an eventual contract, as well as in case of eventual adjustments in the activities' outline.

The third compartment of the Terms of Reference sets forth and describes the main tasks to be carried out for achieving the set objectives. At the same time, the *ICT Consulting Company* is encouraged to include as well other tasks than the mentioned ones when compiling the technical offer – the ones considered to bring an added value in achieving the set objectives. The relevant complexity of the offer will be assessed with additional points when evaluating the offer.

Thus, the main tasks to be carried out by the *ICT Consulting Company* in the context of this procurement are detailed below and refer to:

- Evaluation of the progress obtained in implementing the MIA ICT Transformation Plan;
- Analysis of MIA key information systems;
- Development of the concept documents related to the MIA key information systems;
- Updating the MIA ICT Transformation Plan.

The *ICT Consulting Company* shall deliver under the appointed tasks, at least, the deliverables described in the following sections.

When concluding the technical bid, the *ICT Consulting Company* shall take into consideration the minimum requirements regarding the nature and the content of deliverables and, respectively, will include a detailed description per each deliverable containing his/her own vision regarding the structure, content, objective of every compartment, including on bidding basis examples of content taken over from similar projects, etc.

At the same time, the *ICT Consulting Company* is encouraged to include also other deliverables which could bring some added value to the project, depending on his/her own vision and approach, which will be scored additionally. It should be mentioned that the qualitative evaluation of the technical bid will be performed depending on the details' level and quality of deliverables' description, depending on other factors, such as approach, know-how, methodologies, tools, presented examples, etc.

The beneficiary estimates that for delivering with success the services and for producing the requested deliverables according to the present Terms of Reference, conditioned that a team with necessary qualification is deployed, a maximum number of **6 calendar months** will be needed. The Bidder shall include on binding basis in the bid the information regarding the volume of allocated resources.

All the deliverables according to these Terms of Reference shall be submitted on hardcopies and in electronic format. The deliverables in electronic format should be submitted in a format that would allow the Beneficiary to edit and use them subsequently.

All the deliverables shall be submitted in Romanian and the progress reports in English.

All the deliverables shall be coordinated with the Beneficiary and accepted by the last one if they comply with the requirements set in the Terms of Reference.

3.3. Assessing the progress of ICT Transformation Plan implementation

Introduction

Until now, a number of internal and external activities (including the CARM) were carried out within the MIA to facilitate the identification of the ICT needs for an optimal activity of the *Ministry of Internal Affairs*. Significant progress was registered as a result of the ICT consultancy project in 2014, which has assessed the current conditions as related to the ICT needs of the MIA and produced the *MIA ICT Transformation Plan*.

During the next period of time, a number of projects and initiatives were implemented in the MIA in the ICT area. The ICT Transformation Plan was not updated since its initial development in 2014.

Objectives

Assessing the progress obtained in the implementation of the *MIA ICT Transformation Plan* and updating the current ICT architecture of the MIA.

Requirements for services

To achieve the objective of this stage, the following key activities shall be carried out:

1. **Analysis of the progress obtained in implementing the MIA ICT Transformation Plan.** It implies obtaining of relevant information for all the projects from the portfolio, assessing the current status of the projects, analysis of produced deliverables and evaluation of the extent to which the projects have achieved the set objectives.
2. **Identification of important projects and initiatives in the MIA ICT area** and which were not yet included in the *MIA ICT Transformation Plan*. Analysis of changes produced by them in the MIA ICT architecture.
3. **Updating the current MIA ICT architecture document**, especially the architecture of applications and technological architecture.

Requirements for deliverables

As a result of the services provided according to the requirements set in this section, the *ICT Consulting Company* should produce the following deliverables:

- a. **Report regarding the MIA ICT transformation progress.** The report will contain an evaluation of the progress registered by the MIA in relation to the *ICT Transformation Plan*. This report should also identify other projects and initiatives with important impact on the MIA.
- b. **Current MIA ICT architecture document.** The *ICT Consulting Company* shall make the necessary updating of the current MIA ICT architecture. The updates will include all undertaken changes through implementation of projects and initiatives in the MIA ICT area.

To develop the deliverables of this section, the *ICT Consulting Company* will study and use the following sources for MIA requirements and needs:

- Current MIA ICT architecture document (deliverable of the ICT audit in 2014).
- Future MIA ICT architecture document (deliverable of the ICT audit in 2014).
- MIA ICT Transformation Plan (deliverable of the ICT audit in 2014);
- Project Files of the MIA ICT Transformation Plan (deliverable of the ICT audit in 2014).

The evaluation will be carried out applying the best practices in the area. The Bidder will indicate on binding basis in its Bid, the methodologies, standards and good practices in the area to be applied in each evaluation area, if the respective Bid is selected. The Bidder will reason the adequate nature and the advantages deriving from the enforcement of the respective approach in the project.

3.4. Analysis of key information systems of MIA

Introduction

Taking into account the reports of the audit missions of the CARM approved via the CARM Decisions No. 57 of 05.11.2013, 12 of 05.04.2017 and 27-S of 19.06.2017, the following key information systems of the MIA were identified, to be subject to reengineering actions:

- Criminal and Forensic Information Register;

- State Register of Road Accidents;
- MIA Interoperability Platform;
- Information System for record keeping of offences and penalization points.

The respective systems are used by MIA, as well as other public authorities. The use of these systems, as well as their development over the time to meet the new needs of the beneficiaries is accompanied by a number of difficulties.

At the same time, the MIA invested important amounts for implementing and maintaining the respective systems. The strategic decisions regarding the perspective development of the respective systems should be well documented and reasoned.

Objectives of services

The evaluation of those 4 key information systems of the MIA in relation to the short-, mid-, and long-term needs of the MIA for identifying the technological, legal, and procedural impediments and solutions for overcoming them while reengineering the 4 identified information systems, respecting the following structure (the *ICT Consulting Company* is encouraged to develop the structure suggested for improving the quality of supplied deliverables):

Abbreviations and acronyms

Introduction

1. Estimation of the MIA preparedness to implement the provisions of the CARM reports and ICT audit in 2014 for the 4 key information systems

1.1. Compliance evaluation of the vision of the future MIA ICT component with the CARM requirements

1.2. Evaluation of the normative-legislative framework related to the analyzed information solutions

1.3. Evaluation of users and organizational environment

2. Criminal and Forensic Information Register

2.1. Opportunity and impact of the information system

2.2. Normative-legislative framework related to the information system

2.2.1. *Description of the current normative-legislative framework*

2.2.2. *Modifications of the normative-legislative framework necessary for the information system to be compliant with the future vision of the ICT component*

2.3. Business model of the information system

2.3.1. *Existing situation*

2.3.2. *Suggested solution*

2.4. Eventual problems in developing the information solution

2.5. Stages for implementation of the information solution

3. State Register of Road Accidents

3.1. Opportunity and impact of the information system

3.2. Normative-legislative framework related to the information system

3.2.1. *Description of the current normative-legislative framework*

3.2.2. *Modifications of the normative-legislative framework necessary for the information system to be compliant with the future vision of the ICT component*

3.3. Business model of the information system

3.3.1. *Existing situation*

3.3.2. *Suggested solution*

3.4. Eventual problems in developing the information solution

3.5. Stages for implementation of the information solution

4. MIA Interoperability Platform

4.1. Opportunity and impact of the information system

4.2. Normative-legislative framework related to the information system

4.2.1. *Description of the current normative-legislative framework*

4.2.2. *Modifications of the normative-legislative framework necessary for the information system to be compliant with the future vision of the ICT component*

4.3. Business model of the information system

4.3.1. *Existing situation*

4.3.2. *Suggested solution*

4.4. Eventual problems in developing the information solution

4.5. Stages for implementation of the information solution

5. System for keeping the records about offences and penalization points

5.1. Opportunity and impact of the information system

5.2. Normative-legislative framework related to the information system

5.2.1. *Description of the current normative-legislative framework*

5.2.2. *Modifications of the normative-legislative framework necessary for the information system to be compliant with the future vision of the ICT component*

5.3. Business model of the information system

5.3.1. *Existing situation*

5.3.2. *Suggested solution*

5.4. Eventual problems in developing the information solution

5.5. Stages for implementation of the information solution

6. Findings and recommendations

6.1. General findings and recommendations

6.2. Findings and recommendations related to the CFIR

6.3. Findings and recommendations related to the SRW

6.4. Findings and recommendations related to the SRRA

6.5. Findings and recommendations related to the MIA interoperability platform

6.6. Findings and recommendations related to the System for keeping the records about offences and penalization points

Requirements for services

As a result of the analysis of the 4 MIA key information systems, it is necessary for the report to contain conclusions and solutions to serve as basis for assessing if:

- The identified information systems have the functional characteristics in line with the current and future needs of their beneficiaries;
- The architecture of the identified information systems is adequate (ensures security, scalability, flexibility, interoperability, portability);
- The ICT environment in which the identified information systems are operated is adequate (ensures performance and security of the systems);
- The operation model and the use of the identified information systems is adequate (secured access and use, may be developed, there is access to qualified support, there are set roles and responsibilities, use according to the established SLA).

Requirements for deliverables

As a result of the services provided according to the requirements from this section, the *ICT Consulting Company* should produce the following deliverables

- a. **Analysis report on reengineering of 4 MIA information systems** (*Criminal and Forensic Information Register; State Register of Road Accidents; MIA Interoperability Platform; System for keeping the records about offences and penalization points*). The report should be compiled in line with the indications contained in section **Objectives of the services** in point 3.6 of the present document, taking into account the legislation in force and the international recommendations meant for development and implementation of information systems.
- b. **Report regarding the strategy for reengineering the 4 MIA information systems.** Based on Compartment 7 of the Analysis Report, *the ICT Consulting Company* will compile a brief document regarding the strategy for subsequent development of the 4 information systems, which would formulate the guidelines on the opportunity of developing every system separately or solutions for implementation of data systems through other software platforms (e.g.: functionalities of 2 and more information systems could be implemented through one single platform).

To develop the deliverables of this section's activities, the *ICT Consulting Company* will study and use the following sources for the MIA requirements and needs:

- The current MIA ICT architecture document – updated and approved by MIA.
- The future MIA ICT architecture document (deliverable of the ICT audit in 2014)
- The CARM report regarding the audit of the information technologies with performance elements "*What was the real progress and what are the perspectives for automating of processes in the area of internal affairs?*"
- The CARM report regarding the audit on "*Management of Road Traffic Supervision Systems*"
- The CARM report regarding the audit "*Evaluation of the level of implementation of the audit requirements and recommendations submitted via the Decision of the Court of Accounts No. 57 of 05.11.2013*".
- Other relevant materials of the ICT audit in 2014.

The analysis report will be developed by applying the best practices in the area. The Bidder shall indicate on compulsory basis in its bid, the methodologies, standards and good practices in the area to be applied per each area of evaluation, if the respective bid is selected. The Bidder shall reason the adequate nature and the advantage of applying them within the project.

3.5. Development of the concepts for the MIA key information systems

Introduction

In line with the legislation in force, any process of information system development starts with the binding stage of drafting the concept of the information system. As the reengineering of the 4 key information systems implies an essential modification of the respective systems as compared to the existing legal framework, it is welcome to draft the concepts meant for implementing the new versions of these information systems.

This would allow eliminating the legal contradictions, respecting the processes for information solutions' development as specified in the *Technical Regulation "Lifecycle processes of a software" TR 38370656 - 002:2006* and will create a conceptual basis for developing the technical requirements.

It should be mentioned that the concepts should be developed taking into account the conclusions of the analysis report developed within the Section 3.4. In this case, it is not excluded that the development of a smaller number of concepts than the number of identified information systems or the development of concepts for other systems or platforms identified as a result of the analysis (which will cover the functionalities of the key information systems of the MIA).

Objectives of services

The key objective of the present section of the Terms of Reference is to develop the concepts of the information systems or platforms identified within the section 3.4 as being subject to reengineering or development. A Concept shall be developed for every identified solution, taking into account the legal framework in force (the number of these concepts shall not exceed 4).

The concept will describe the objectives, the organizational framework, the legal framework, the technological framework, the functionalities and the strategy for implementing the information system observing the following structure:

Introduction

Chapter I. General provisions

- 1.1. Definition of information system
- 1.2. Destination of the information system
- 1.3. Basic notions and abbreviations
- 1.4. Goal and objectives of the information system
- 1.5. The main principles of the information system
- 1.6. The tasks performed by the information system

Chapter II. Legal-normative space of the information system

Chapter III. Functional space of the information system

- 3.1. The main functionalities of the information system
- 3.2. The mechanism of reporting, audit and statistics of the information system
- 3.3. The user's interface of the information system.

Chapter IV. Organizational structure of the information system

- 4.1. Organizations involved in development and operation of the information system
- 4.2. Implementer of the information system
- 4.3. Holder of the information system

- 4.4. Possessor of the information system
- 4.5. Administrator of the information system
- 4.6. Registrar of the information system
- 4.7. Beneficiary of the information system
- 4.8. Users and their roles within the information system

Chapter V. Documents of the information system

- 5.1. Entry documents of the information system
- 5.2. Exit documents of the information system
- 5.3. Technological documents of the information system

Chapter VI. Information space of the information system

- 6.1. Information objects of the information system
- 6.2. Information flows of the information system
- 6.3. Basic scenarios of the information system
- 6.4. Classifiers and nomenclatures of the system
- 6.5. Interaction with other information systems

Chapter VII. Technological space of the system

Chapter VIII. Ensuring information security of the system

Chapter IX. Implementation of the system

Completion

For univocal and efficient understanding of the Concept's content, the *ICT Consulting Company* is encouraged to conclude and insert, as needed, in the document's content the pertinent graphs and diagrams, such as:

- **Use case diagram** – for describing the needs of the information system users (identification of functionalities that the information system provides to authorized users and, if needed, of anonym users).
- **Deployment diagram** – for describing the mechanisms for deploying the information solution within the MIA technological platform, interdependencies with the internal and external information systems, as well as consumed and supplied API (may be used together with the Component Diagram).
- **Component diagram** – for describing the main components of the information system, describing the interaction and dependency between them (will be used together with the Deployment Diagram for clarifying the nodes where the components will be deployed).
- **Class diagram** – this diagram will be used for conceptualizing and describing the mechanisms for implementing the key functionalities of the information system (if needed) and for describing information objects of the information system (data model of the information system), of their relations and interactions.
- **BPMN diagrams** – for brief description of the work flows to be implemented in the information system.

Requirements for provided services.

To achieve the objectives of the services set in this section, the *ICT Consulting Company* shall provide the following services:

- **Development of the identified information system concepts.** The *ICT Consulting Company* will supply the concepts of the information solution identified within the analysis of the section 3.4 observing the requirements of the *Technical Regulations "Processes of the software lifecycle"*.
- **Feasibility analysis of the developed concepts' implementation.** The *ICT Consulting Company* will perform a feasibility analysis regarding the impediments, constraints, problems, and information solutions based on developed concepts.
- **Coordination of the developed documents with the MIA.** The *ICT Consulting Company* will organize a number of workshops with all interested stakeholders at the MIA level, for the purpose of presenting and coordinating the developed documents. As a result of these workshops, the final versions of the documents will be edited.

Requirements for developed deliverables.

As a result of the services provided according to the requirements in this section, the *ICT Consulting Company* should produce the following deliverables:

- **Concept of the new Criminal and Forensic Information Register.** The concept should be developed in line with the indications provided in section **Objectives of the services** in point -3.6 of the present document, taking into account the legislation in force and the international recommendations meant for developing and implementing the information systems.
- **Concept of the new version of the State Register of Road Accidents.** The technical requirements should be drafted in line with the indications provided in section **Objectives of the services** in point 3.6 of the present document, taking into account the legislation in force and the international recommendations meant for developing and implementing the information systems.
- **Concept of the MIA Interoperability Platform.** The concept should be drafted in line with the indications provided in the section **Objectives of the services** in point 3.7 of the present document, taking into account the legislation in force and the international recommendations meant for development and implementation of information systems.
- **Concept of the new version of the System for keeping the records about offences and penalization points.** The technical requirements should be drafted in line with the indications provided in the section **Objectives of the services** in point 3.6 of the present document, taking into account the legislation in force and the international recommendations meant for development and implementation of information systems.
- **Feasibility study for implementing the Concepts.** This study represents a brief document which will point out the problems, constraints, and impediments of any type for implementing every information system separately, as well as modalities for overcoming them.

3.6. Updating the MIA ICT Transformation Plan

Introduction

The Transformation Plan for the ICT area sets forth the complex actions to be undertaken by MIA and the measures to be implemented, for the purpose of transiting the MIA ICT component from the current vision to the MIA's perspective vision. The measures set for implementation should be integrated and consequent over the time.

It is necessary for the improvement of the *MAI ICT* area to be produced according to an integral projects' portfolio at the MIA level.

Objectives of the services

The objective of the services focused on updating the *MIA ICT Transformation Plan* is to establish an integral plan of measures for a timeframe from one month up to two years, the implementation of which would ensure the transformation of the MIA ICT area according to the MIA objectives related to ICT.

For the respective purpose, it is necessary to analyze the current Transformation Plan and based on the evaluation performed in activity 3.3, the results of the analysis performed in the activity 3.4 and the Concepts developed in activity 3.5, to apply all the necessary updates in compliance with the current exigencies of the MIA.

All the projects that were already implemented will be eliminated from the *ICT Transformation Plan* and changes shall be made so as to solve the newly emerged problems (including the need to implement the requirements and the recommendations of the CARM related to the key information systems).

Requirements for the services

To achieve the objectives of the services from this section, the *ICT Consulting Company* will provide the following services:

- **Updating the future ICT architecture.** Reflecting in the future ICT architecture the concepts related to the key information systems.
- **Updating the Portfolio of projects for the transformation of the ICT area.** The *ICT Consulting Company* will perform the necessary adjustments to the *Portfolio of projects for the transformation of the ICT area* to include necessary projects and activities for implementing the defined concepts related to the MIA key information systems. For this purpose, the consultant will analyze the interdependencies between the projects related to concepts' implementation and other projects. The performed adjustments should ensure the alignment and synchronization of all the projects from the Portfolio of projects for the transformation of the MIA ICT area.
- **Updating the roadmap for the ICT transformation.** The *ICT Consulting Company* will update the roadmap for the transformation of the ICT area, based on the changes performed in the Portfolio of projects for the transformation of the ICT area. To achieve this aim, a similar approach to that applied for initial definition of the roadmap shall be applied.

Requirements for deliverables

As a result of the services performed according to the requirements from this section, the *ICT Consulting Company* should produce the following deliverables

- **Updated versions for the future ICT architecture document.** Updates may be necessary as a result of the activities performed at the stage of developing the ICT Transformation Plan.
- **Updated version of the Plan for transformation of the MIA ICT area.** The document of the Transformation Plan should contain at least the following:
 - Portfolio of projects for the ICT transformation;
 - Roadmap for the ICT transformation.

4. Summary of deliverables:

SN	Deliverables	Tentative Timeframe:
1.	<p>Performed evaluation of the progress achieved in implementing the MIA ICT Transformation Plan area.</p> <p>Outputs: <i>Progress report regarding the transformation of the MIA ICT area developed and approved by MIA/UNDP.</i> <i>The document of current ICT architecture developed and approved by MIA/UNDP.</i></p>	by 30 March 2018
2.	<p>Performed analysis of the key information systems of the MIA.</p> <p>Outputs: <i>Analysis report regarding the reengineering of the 4 MIA information systems developed and approved by MIA/UNDP.</i> <i>Report regarding the strategy for reengineering of the 4 MIA information systems developed and approved by MIA/UNDP.</i></p>	by 31 May 2018
3.	<p>Developed 4 (four) key concepts of the MIA information systems.</p> <p>Outputs: <i>4 (four) key concepts of the MIA information systems developed, and approved by MIA/UNDP.</i></p>	by 27 July 2018
4.	<p>Updated Plan for MIA ICT Transformation.</p> <p>Outputs: <i>Version of the future ICT architecture document updated and approved by MIA/UNDP.</i> <i>Version of the Plan for transformation of the MIA ICT area updated and approved by MIA/UNDP.</i></p>	by 31 July 2018

5. Project Management

5.1. General requirements

This section identifies a set of specific requirements of the *Beneficiary* to the *ICT Consulting Company* regarding the Project Management. These specific requirements will assess the *ICT Consulting Companies* according to the set evaluation criteria.

The *ICT Consulting Company* will work under the guidance of MIA/ITC Working Group and UNDP MIA Project Manager for substantive aspects of the assignment, and under the direct supervision of the MIA Project Officer – for administrative aspects. All deliverables shall be coordinated with the Beneficiary and accepted by UNDP Democracy Programme Parliamentary Specialist and Programme Manager if these meet the requirements of the Terms of Reference.

The aim of the Project Management is to ensure the necessary capacities for project organization and management so as to achieve successfully the established objectives. During the project's lifecycle, there should be ensure the planning and efficient allocation of resources, control over progress during every stage, monitoring and evaluation of deliverables' quality, etc.

UNDP-Moldova is responsible for all the procedural and administrative aspects regarding the launch, contracting, and financial management of the project (including of payments), those related to the activities carried out for implementing the project, as well as for technical implementation.

ICT Consulting Company is responsible for project management, implementation of activities and project plan according to the timetable agreed jointly by MIA and UNDP Moldova. The *ICT Consulting Company* is responsible for identification and mobilization of experts for carrying out the activities envisaged in the project plan, at as high as possible qualitative standards.

The payment for services provided will be made on a lump-sum basis upon the service delivery and acceptance by UNDP according to the timeframes stated above.

Language requirements

All deliverables under these Terms of Reference will be presented in Romanian, in both electronic and hardcopy format. Progress reports shall be submitted in English. The deliverables in electronic form should be submitted in a format that would enable beneficiaries to further edit and use these deliverables. All communications, as well as all the relevant documentation, information solution interface and training and technical support with the beneficiaries of the project will be conducted in Romanian. Some of the relevant normative framework, including documentation, applicable to this task might be found also in Russian language.

Timeframe and Location

It is envisaged that for the successful provision of services and the production of deliverables required according to these terms of reference, provided a team with necessary qualifications is allocated, maximum 6 months of work are necessary. The expected period of implementation is during January – June 2018.

Subsequently, the contractor shall include information on the volume of allocated resources.

Under this assignment the Programme is not responsible for logistics and organizational arrangements.

5.2. Eligibility

Successful bidder must meet the following minimum qualification requirements for the company and for the Project Manager:

Company:

- At least 5 years of experience in providing ITC consultancy services similar to those described in the present ToR;
- Have proven experience (minimum 3 similar projects described in the company portfolio) in conducting works/projects similar to those described in the present ToR, relevant to the scope and size of the current project;

Description of at least one ICT consulting project of complexity similar to that described in terms of reference, provided for the public authorities of the Republic of Moldova

Project Manager

- Bachelor degree in the ICT area (pre-Bologna system)/Master degree in the ICT area (Bologna system);
- Minimum 5 years of experience in ICT audit and consultancy projects;
- Experience in the management of minimum 3 projects in the implemented area, of similar complexity as described in the present ToR;
- At least one of the following certificates is a must: PRINCE2 / PMP; Certifications such as TOGAF, CISA will be an asset;
- Fluency in Romanian and English is a must.

The proposed project implementation team should consist of but not be limited to the following members:

5.3. Project organization requirements

For the purpose of project organization, the *ICT Consulting Company* and the *Beneficiary* will appoint a Project Manager each, who will manage their project teams.

The team project of the *ICT Consulting Company* should be composed of at least the following key specialists, with the following minimum qualifications:

1. **Project Manager** (1 person) – responsible for coordinating the entire ICT consultancy mission and ensuring the quality of project deliverables. Minimum necessary qualifications:

The *ICT Consulting Company* will include in its offer the organizational structure proposed for the project management. The *ICT Consulting Company* will reason its proposal, demonstrating its adequate nature in relation to the project objectives and environment in which it will be carried out. The Project Manager from the *ICT Consulting Company* behalf will have, at least, the following responsibilities within the project:

- will ensure the adequate management of project risks, the quality of deliverables and progress control at every stage of the project;
 - will ensure the control of interdependency between the project components, to minimize any risk for project stagnation;
 - will ensure an efficient communication within the project by establishing progress reporting with a minimum weekly periodicity;
 - will ensure an adequate level of transparency in project management by documenting adequately all the aspects of project management.
2. **Architecture Expert IS** (1 person) – responsible for analyzing the data architecture and applications' architecture. Minimum necessary qualifications:
 - Bachelor degree in the ICT area (pre-Bologna system)/Master degree in the ICT area (Bologna system);
 - Minimum 3 consultancy projects, including one with CPA, for developing the IS architecture, having a key role within them;
 - Professional recognition certificate TOGAF, CISA certification will be an asset;

- Perfect mastering of Romanian or Russian languages.
3. **Business Processes Analysis Expert** (1 person) – responsible for business analysis of MIA processes (key responsible in developing the technical specifications). Minimum necessary qualifications:
 - Bachelor degree in the ICT area (pre-Bologna system)/Master degree in the ICT area (Bologna system);
 - Minimum 3 years of experience in the area of designing information systems and concluding information systems' design or procurement documentation;
 - Knowledge of methodology and rules for drafting technical specifications meant for CPA from the Republic of Moldova;
 - Minimum 3 technical specifications conceptualized for information systems of similar complexity, as described in the present ToR (the existence of such experience should be proved and an example of developed technical specifications should be presented, if needed);
 - Perfect mastering of Romanian and Russian languages.
 4. **Technological Architecture Expert** (1 person) – responsible for analysis of technological architecture. Minimum necessary qualifications:
 - Bachelor degree in the ICT area (pre-Bologna system)/Master degree in the ICT area (Bologna system);
 - Minimum 3 consulting projects for the development of technology architecture, in which he/she played a key role;
 - Perfect mastering of Romanian or Russian languages.
 5. **Information Security Expert** (1 person) – responsible for assessing information security, establishing the needs for information security and integrating these requirements in all the project deliverables. Minimum necessary qualifications:
 - Bachelor degree in the ICT area (pre-Bologna system)/Master degree in the ICT area (Bologna system) or higher education;
 - Minimum 3 years of experience in the area of security audit and consultancy in the area of information security and information technology;
 - Minimum 1 project with a key role for information security aspects;
 - Compulsory professional acknowledgement certifications: CISM/CISSP;
 - Perfect mastering of Romanian or Russian languages.

The *ICT Consulting Company* will include in its offer the organizational structure proposed for the project management. The *ICT Consulting Company* will reason its proposal, demonstrating its adequate nature in relation to the project objectives and environment in which it will be carried out. The Project Manager from the *ICT Consulting Company* behalf will have, at least, the following responsibilities within the project:

- will ensure the adequate management of project risks, the quality of deliverables and progress control at every stage of the project;
- will ensure the control of interdependency between the project components, to minimize any risk for project stagnation;
- will ensure an efficient communication within the project by establishing progress reporting with a minimum weekly periodicity;

- will ensure an adequate level of transparency in project management by documenting adequately all the aspects of project management.

5.4 Recommended presentation of the proposal

The *ICT Consulting Company* will present as a part of its offer the draft versions of the documents for project initiation, which would include at least the following:

1. The organizational structure of the project;
2. Detailed implementation methodology;
3. Chart for execution of services (Work Time Schedule) for example GANTT;
4. Quality Assurance Plan;
5. Progress Monitoring Process
6. Exception Handling Process;
7. Deliverables Acceptance Plan
8. Project Library Structure.

If the *ICT Consulting Company* subcontracts activities for obtaining certain deliverables, the Work Packages attached to these activities shall be presented. The structure of a Work Package will cover: date, responsible, description of the work package, description of deliverables which are part of the work package, methods for quality verification to be used, level of resources to be allocated, start and end dates, constraints, reporting modality. The work packages which will be subcontracted shall be presented in a form signed by the Bidder and the proposed Subcontractor.