

**Terms of Reference
for
Consulting services to develop cyber security strategy, action plan, operation framework
related to mobile devices management in the Government**

Modernization of Government Services Project

Project ID No. P148537

I. Background

Country background

The Government of Moldova is determined to fundamentally change the way how public services are provided in Moldova through a variety of interventions for modernization of service delivery, which combat corruption, foster a customer care culture, enhance access, as well as increases efficiency in the Moldovan public administration.

Therefore, the one of the main objectives of the Administration Reform Strategy 2016-2020 and Government's working program for years 2016-2018 is the modernization of the public services. Moldova has made considerable progress both in terms of public administration reform, exceeding by indicators average of countries in Europe and Central Asia and countries with middle and low income, as well as the size Government modernization using information and communication technology (ICT), the Government of creating a world-class ICT infrastructure that allows the development and supply of electronic services to the highest quality standards.

Current situation in the sector

Even though some progress has been made over the last decade, citizens still view corruption as a significant problem. While business process and e-governance reform efforts have somewhat improved business services, such measures have not yet been applied to administrative services.

Businesses and citizens continue to face many constraints in the interaction with the state, one of the most important is corruption perceived by 40 percent of companies as a major impediment to business (according to the World Bank, EBRD Business Environment and Enterprise Performance Survey (2013). Institutional reforms aimed at reducing corruption are also at the forefront of the EU's requirements for Moldova's progress. The most important challenges ahead are strengthening the rule of law, reforms in the public administration, including professionalism and anti-corruption efforts and improving competitiveness and the business environment.

Although the Government has launched the reform of public services in 2014-2016 and has committed to digitize and provide online access to all public services by 2020, lack of capacity and expertise to perform reengineering and process optimization remains a problem that prevents achieving this.

Also, there is room for rationalization to over 580 existing public service by withdrawing from use the obsolete services.

To meet these challenges, the Government, in accordance with the Public Administration Reform Strategy for the years 2016-2020 (especially the component "Modernization of Public Services") plans a major transformation exercise (qualitative and quantitative) of administrative public services, provided by central public administration authorities through: a) removing outdated public services or merging several services in one; b) increased access to local public services through various channels; c) reducing the number of documents required for public services, and the service delivery time; e) ensuring a high level of satisfaction with the quality of government service delivery.

The government services are highly depending on IT infrastructure by which the services are delivered and consumed. In this context the reorganization initiatives, implemented by the Government of Moldova, regarding how IT services are provided and managed in Government Sector requires a review on how IT process are organized as well how cyber security is ensured by the Government IT platforms.

At the same time the use of mobile devices has become a de facto standard. Massive and uncontrolled implementation of 'bring you own device' paradigm in public institutions poses increased risks to the security of Government and citizen data, exposing the Government to potential security breaches of information systems and leakages of classified/personal data.

The Government of Moldova has requested the World Bank's assistance for a Public Administration Reform (PAR) operation, planned for delivery commencing in FY17 to 2021 (Modernization of Government Services Project –MGSP). One of the activities included in PAR is related to analyses of the best practices in securing mobile devices for use in private and public sectors is required to be performed, and specifically, in the secure implementation of the 'bring your own device' policy in the public sector.

II. Objective of the Assignment

The purpose of this assignment is to develop strategy and action plan for management of mobile devices (mobile phones and tablets) and data in government.

III. Scope of work

The qualified consulting firm (herein after referred to as – the Consultant) is expected to:

1. Define a strategy for secure management of government information and data on mobile devices. The strategy should cover the implementation of the BYOD (Bring Your Own Devices) concept by the government authorities.
2. Define the technical requirements (functional and non-functional) to be used in acquisition process of the mobile device management system to be implemented at government level. This should be provided as a cloud services to government authorities.
3. Define an action plan to implement a BYOD approach by the government agencies;
4. Define an action plan to implement a mobile device management system and to provide it as a cloud service;
5. Develop the framework regarding the mobile device operation management process and procedure;

6. Develop recommendations regarding required amendments to the legal framework for the public services on management of mobile devices;
7. Organize a workshop for up to 20 representatives of public service providers to present the results of the assignment, strategy, implementation plan, operation framework etc.

To fulfill the tasks the Consultant shall conduct on-site assessments, interviews with the responsible public servants, beneficiaries and other relevant stakeholders to collect information and understand the public services under investigation.

IV. Timing

The Consultant is expected to complete the assignment in 9 months from the contract signature.

V. Deliverables and Schedule of Deliverables

The list of deliverables and the deliverables schedule are presented below. All deliverables should be provided in hard copy and electronic format in Romanian language.

| # | Deliverables | Deadlines from the assignment start date |
|----------|---|---|
| 1 | Concept of the proposed mobile device management strategy, which will include the overview of other government experience, high level risk analyses, etc. | 4 weeks |
| 2 | Mobile device management strategy | 16 weeks |
| 3 | Action plan for the implementation of the mobile device management strategy | 20 weeks |
| 4 | Technical requirements (functional and non-functional) to be used in acquisition process of the mobile device management system | 30 weeks |
| 5 | Documented framework regarding the mobile device operation management process and procedure | 42 weeks |
| 6 | Recommendations on required amendments to the legal framework | 30 weeks |
| 7 | Presentation workshop for public services providers | 32 weeks |

VI. Reporting requirements

The Consultant shall work under the general supervision of the e-Governance Agency's Director, who will facilitate the Consultant's access to the necessary documents, materials and key stakeholders to the assignment. The Consultant shall also coordinate the work with the Quality Assurance and Security Expert of the e-Governance Agency.

VII. Resources

The e-Governance Agency will provide the Consultant with the core data on the institutions under the scope of the assignment and other available information on public services; will facilitate the interaction with appropriate institutions, offices and make the necessary arrangements for consultations with relevant stakeholders.

VIII. Consultant's qualification and experience

The Consultant should be a firm with extensive experience in the field of IT and Cyber security consultancy, which shall have:

- Professional experience in providing consultancy, including development of process and procedures in area of IT Service Management, Cyber Security controls, Mobile Device Management implementation (during the last 5 years);
- Minimum one successful project in the last three years in one of the following areas:
 - BYOD strategy development for public/private sector,
 - Consultancy in implementation and/or implementation of Mobile Device Management system;
- Certification obtained related to quality and security management (ISO 9001, ISO 27001) would be an asset.

IX. Key experts

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

- Key Expert 1: Mobile Devices Management Expert
- Key Expert 2: Legal expert

Key expert 1: Mobile Devices Management Expert

The IT Service Management expert is responsible for defining the strategy, implementation plan related to the Mobile Device Management and Mobile Device Management System.

Qualifications and skills

- University degree in areas such as computer sciences, engineering, and telecommunications or related;
- Minimum 5 years of experience in area of IT Service Management consultancy;
- Proven experience in the following areas:
 - Mobile Strategy: Developing the strategy and implementation plan related to mobile device management and mobile device operating management models;
 - Mobile Device Management System: Assessing, designing and implementing of Mobile Device Management System, including as a Cloud Service. Experience and understanding in developing business cases, performing IT cost analysis and reduction, and IT Service Charging models is desirable.
- Excellent understanding of internationally recognized standards and best practices (e.g., ITIL, COBIT, CIS Controls, ISO/IEC 270002, etc.).
- Certifications such as in ITIL (at least ITIL Practitioner Level) CISSP and/or CCSP would be an asset;
- Experience in working with governmental organizations would be an asset;
- Ability to effectively communicate and write in Romanian and/or English. Knowledge of Russian is an advantage.

Key expert 2: Legal Expert

The Legal Expert is responsible for all legal-related tasks included in this project.

Qualifications and skills

- University degree or equivalent in Law;
- Minimum three (3) years of experience in legal drafting and conducting Regulatory Impact Assessment, with special reference to the public-sector IT service delivery and/or public institution IT management is required;
- Demonstrated experience in IT and/or Cyber Security Legal area;
- Experience in working with governmental organizations would be an asset;
- Fluency in Romanian, both written and spoken, knowledge of English language will be a strong asset. Knowledge of Russian is an advantage;
- Computer literate.