

**TERMS OF REFERENCE – PART A**  
**“Assignment – multilateralism and digitalisation”**

**1. BACKGROUND INFORMATION**

**1.1. Partner countries**

The Assignment – “multilateralism and digitalisation” (*hereafter Assignment*) will support INTPA in the design and implementation of its strategy in the field of multilateralism and digitalisation, in particular with regards to the cooperation with countries of the African, Caribbean and Pacific (ACP) group.

While the services will be provided in particular to the European Commission headquarters in Brussels, the objective is to support DG INTPA in its strategic approach to primarily the ACP region and the links between ACP and the multilateral sphere.

The Assignment will allow for mobilisation in coordination with EU Member States, the EEAS, as well as other DG’s such as DG CNECT, DG JRC.

This specific contract will be financed from the 11th European Development Fund (EDF).

**1.2. Contracting Authority**

The European Union, represented by the European Commission - DG INTPA Unit F5.

**1.3. Current situation in the sector**

Digital technologies are profoundly impacting our economies and societies, simultaneously creating immense opportunities as well as pressing challenges. Due to the speed of transformation and the direct impact of digital services and products in people’s lives, digitalisation has been recognised as a critical enabler for achieving the 2030 Agenda and its Sustainable Development Goals (SDGs).

In parallel to the digital transformation, the world currently also experiences another period of transition, marked by major geopolitical and economic power shifts, particularly in the ACP region. Relations between prominent global actors are not only constantly changing but increasingly confrontational. The emerging dynamics challenge the established multilateral rules and principles, related a.o to human rights, democracy, rule of law and international norms on digital governance. Existing multilateral institutions upholding such values are today often bypassed or even misused for narrow national or ideological interests.

The current trends in global digital transformation and multilateral arena pose a major challenge for the EU, demanding a coherent strategic approach and imminent action. For instance China is currently advocating for a new IP that poses a threat to open internet and the European human-centric approach, and which has found support in a set of African countries already. It is essential to design a new well-functioning, reliable and efficient multilateral system to tackle today’s challenges. The more so that the EU and its Member States remain key participants and contributors to the multilateral system. Approximately one quarter of both the UN’s regular and the peacekeeping budgets comes from EU Member States, as does over 30% of funding (core and voluntary) of all development, peacebuilding and humanitarian activities. Over 25% of the capital of various branches of the World Bank and over 30% of Trust Fund contributions come from the EU and its Member States. In an increasingly multi-

polar and interdependent environment, the EU is recognised as a stable and predictable partner and as a vocal defender and promotor of the rules-based multilateral system. Europe is well-positioned to co-lead the next wave of digital transformation, inclusively and sustainably, to the benefit for all. But proactive actions will be needed on all levels to boost the development and adoption of high-potential technologies, while prudentially managing the transition and its risks.

Following the previous, the European Commission has stressed the need for Europe to lead the transition to a new digital world and a healthy planet. Promoting the EU values-based human-centric digital transformation has become a priority for the EU, both within the EU as well as for International Partnerships. The digital sector is seen as the key for achieving the EU's external policy objectives, including the European Neighbourhood Policy and the EU's Enlargement policy. The mindset of the EU as a global voice in digital transformation is also reflected in several EU policies: Communication 2030 Digital Compass: the European way for the Digital Decade, Communication on Multilateralism (see point 1.4).

The EU's strategic interests in the multilateral system are twofold. On the one hand, it has to sharpen the priorities that it wants to pursue within the multilateral system, especially the one related to digital transformation. On the other hand, a well-functioning multilateral system is a strategic interest for the EU in its own right. The EU's strategic objective going forward will be to better leverage its role and contributions to the multilateral system to more effectively pursue its interests and defend its values. The EU wishes to (i) actively promote its policy and regulatory approaches, including the protection of personal data, the free flow of data with trust, net neutrality and the promotion of ethical principles in the context of human-centric and trustworthy artificial intelligence, and (ii) work in multilateral fora to fight abuses such as the disproportionate access of governments to personal data.

Multilateralism has been and will remain the cardinal principle of the EU as the most effective means to govern global relations in a mutually beneficial way. The EU should hence seek partnerships and work towards an inclusive multilateralism not only to advance its own priorities, but as a common effort to find sustainable solutions to global challenges based on the rule of law. However, given multilateralism is by default subject to continuous adaptation, the EU must also continuously adapt its multilateral approach to become and remain on top of the strategic alliance-building and ensure the EU is meeting its objectives. Likewise, for DG INTPA to contribute to meeting EU's global ambitions to regain ground face to other global actors, DG INTPA must also act strategically and deploy effective tools and resources to expand EU influence in the digital sphere worldwide.

#### **1.4. Policy background**

The global policy framework includes the 2030 Agenda for Sustainable Development and the UN Roadmap for digital Cooperation.

With regards to the EU Policy framework, there recently has been an acceleration in policy related activity, including high-level commitments to Europe's digital future and the regarding strategies.

In early 2021, the Commission has published its Communication 2030 Digital Compass: the European way for the Digital Decade<sup>1</sup> that presents the vision and strategy for Europe's digital transformation by 2030. Its external dimension includes a strong focus on international partnerships and a commitment to promoting the human-centric vision approach within international organisations, in cooperation with

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<sup>1</sup> COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS 2030 Digital Compass: the European way for the Digital Decade COM/2021/118 final [https://eur-lex.europa.eu/resource.html?uri=cellar:12e835e2-81af-11eb-9ac9-01aa75ed71a1.0001.02/DOC\\_1&format=PDF](https://eur-lex.europa.eu/resource.html?uri=cellar:12e835e2-81af-11eb-9ac9-01aa75ed71a1.0001.02/DOC_1&format=PDF)

its Member States and like-minded partners. It calls for a clearer strategic approach to engagement with international partners, with the aim to find sustainable solutions to global challenges based on the rule of law, seeing digitalisation on the one hand as a key enabler of sustainable development and on the other hand as a space of inadequate multilateral governance.

Similarly, and focusing on multilateralism in particular, the Commission Communication on strengthening the EU's contribution to rules-based multilateralism<sup>2</sup> set out to strengthen the EU's contribution to rules-based multilateralism, the objectives and values that guide the EU's engagement in the field and the tools and instruments available. The objective to build strong international partnerships and engage with international institutions as well as with the EU's partner countries are particularly relevant also in the field of digitalisation and multilateralism.

These visions are built on past policy documents such as the EC's comprehensive framework for its development policy related to digital from 2017 - **the Digital4Development (D4D) approach**. In line with the new **European Consensus on Development**<sup>3</sup>, it celebrated the potential of digital technologies and services as powerful enablers for sustainable inclusive development and growth. The D4D approach promoted mainstreaming digital solutions and technologies in EU development policy, and setting Africa as the immediate focus.

With the creation of the **new Africa – Europe Alliance for Sustainable Investment and Jobs**<sup>4</sup> in 2018 the partnership between the two continents was taken to the next level, enhancing their cooperation in many areas, including digital economy. In July 2019 a joint EU – Africa Union **Digital Economy Task Force (DETF)** established for this purpose, delivered a final report containing a set of concrete policy recommendations on how to advance EU-AU cooperation to exploit the full potential of the digital transformation and speed up the achievement of the Sustainable Development Goals.

The DETF delivered a shared long-term vision of an **inclusive digital economy and society**. The DETF's ambition is to contribute to the development of an integrated African Single Digital Market, exchanging about the EU experience and key principles and values of the **Digital Single Market (DSM)**<sup>5</sup>. The DETF thus aligns to the D4D approach, echoing its commitment to foster an open, free, secure and peaceful cyberspace.

As stated out above, the vision is based on EU values and on a **human-centred approach** providing sufficient citizen protection from abuse, limitations to freedom of speech and access to online resources and networks, thanks to the universal application of **privacy, data protection and data security by design** principles. In this context, the **General Data Protection Regulation (GDPR)**, the **Directive on security of network and information systems (NIS Directive)**<sup>6</sup> and the international **Budapest Convention on Cybercrime** remain a key part of the EU policy framework of reference. More generally, a “whole-of-EU approach” needs to be implemented, by leveraging other EU policies and coordinating with the EU Member States, EU financial institutions, EU private sector and civil society both at EU level and in each partner country.

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2 Joint Communication to the European Parliament and the Council JOIN(2021) on Strengthening the EU's contribution to rules-based multilateralism

[https://eeas.europa.eu/sites/default/files/en\\_strategy\\_on\\_strengthening\\_the\\_eus\\_contribution\\_to\\_rules-based\\_multilateralism.pdf](https://eeas.europa.eu/sites/default/files/en_strategy_on_strengthening_the_eus_contribution_to_rules-based_multilateralism.pdf)

3 New European Consensus on Development - 'Our world, our dignity, our future' (June 2017) [https://ec.europa.eu/international-partnerships/system/files/european-consensus-on-development-final-20170626\\_en.pdf](https://ec.europa.eu/international-partnerships/system/files/european-consensus-on-development-final-20170626_en.pdf)

4 Communication on a new Africa – Europe Alliance for Sustainable Investment and Jobs: Taking our partnership for investment and jobs to the next level (September 2018) <https://eur-lex.europa.eu/legal-content/en/TXT/?uri=CELEX%3A52018DC0643>

5 A Digital Single Market Strategy for Europe (May 2015) <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=COM%3A2015%3A192%3AFIN>

**INTPA's response** to the challenges in the digital domain is structured along the following four pillars of digital transformation:

- 1) Governance, policy and regulatory Frameworks
- 2) Supporting universal access to enhanced, affordable and secure connectivity,
- 3) Digital literacy, skills, and entrepreneurship
- 4) Accelerating the adoption of eServices for achieving the SDGs.

While the EU's rules on the use of Artificial Intelligence are currently under preparation<sup>6</sup>, the proposed regulation will be an important element in promoting the EU's approach to new technologies and AI in particular that equally concerns the multilateral level and the EU's objectives on the global stage.

### **1.5. Related programmes and other donor activities**

The assignment will have to take into account ongoing EU actions and initiatives and actions carried out by a variety of DGs and Commission services such as INTPA, CNECT, EEAS, FPI, and JUST.

Globally, the EU's support to the UN Technology Envoy in the context of the implementation of the Digital Roadmap is an important element in the EU's engagement with the multilateral level, along the work carried out in the regarding working groups. The EU's direct cooperation with the UN and its agencies, particularly ITU and others, play an additional role that is to be considered in this regard. In turn, programmes such as the global GIGA initiative reflects the EU's effort to put global agenda into practice, in this case the UN SG Roadmap.

When relating to AI in particular the International Alliance for a Human-Centric approach to Artificial Intelligence, financed by FPI, is an important piece of global support to the EU's efforts to shape digitalisation and AI in particular.

Next to direct engagement with the multilateral system, cooperation with different regional bodies, such as the African Union (AU), the Community of Latin American and Caribbean States (CELAC) and the Association of South East Asian Nations (ASEAN) plays an important role.

The cooperation on strengthening the international rules-based order and the multilateral system, with the United Nations at its core, is one of the key objectives of the EU-AU cooperation<sup>7</sup>.

In practical terms, and still with regards to the African continent, the Policy and Regulation Initiative for Digital Africa (PRIDA<sup>8</sup>) and its support to policy and regulation on the African level is to be read in line with the regionalization of multilateralism that is put out in the Multilateralism Communication. PRIDA's support to Internet Governance Forums on the African continent represents an important contribution to the EU's ability to shape the global internet governance architecture based on multi-stakeholder approaches that is to be seen in a multilateral context. Close cooperation with the AUC is an important part of the programme and of the EU's multilateral ambitions.

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6 <https://digital-strategy.ec.europa.eu/en/policies/european-approach-artificial-intelligence>

7 [https://ec.europa.eu/international-partnerships/system/files/communication-eu-africa-strategy-join-2020-4-final\\_en.pdf](https://ec.europa.eu/international-partnerships/system/files/communication-eu-africa-strategy-join-2020-4-final_en.pdf)

8 <https://africa-eu-partnership.org/en/projects/policy-and-regulation-initiative-digital-africa-prida>

Similarly, the African Network of Data Protection Authorities and its members benefit from technical assistance and capacity programmes from the EU, in particular from the European Council, the “Association francophone des autorités de protection des données personnelles (AFAPDP)” and to a lesser extent from the WB.

Other programmes promoting the EU’s approach in the framework of regional initiatives that should be considered are for instance, the InDiCo project, that has two components focusing on enhanced Data Protection and Data Flows and ICT Standardisation to promote EU digital policies, regulatory and standardisation model and enhance cooperation and partnerships at national, regional and international level. In addition, Regulatory aspects of telecom rules but also trust and security are also part of the EU4Digital Programme in the Eastern Partnership Countries.

Complementing the global and regional efforts, actions at bilateral level are an important part to strengthen the EU’s standing in the multilateral arena. While less falling under the scope of development cooperation, the cooperation with international partners such as the Japan-EU-US trilateral cooperation on cyber security or the ongoing initiatives on data protection and adequacy assessment with countries such as Argentina, Uruguay, Canada and others is also relevant in this context. The support to data protection that e.g. DG JUST is providing to countries bilaterally follows a similar logic in this regard.

The EU Cyber Direct programme funded by FPI focuses on the main questions surrounding the application of the existing international law in cyberspace, norms of responsible state behaviour, Confidence Building Measures, and efforts to strengthen state and societal resilience in cyberspace and is active on a global, regional and bilateral level.

It is important to also mention the D4D HUB, the platform of coordination of EU and Member States for Digital for Development that also prepares actions in this field. Similarly, complementarities with programmes from other donors, in particular those of EU Member States, is a priority for the Commission. The present contract may therefore be requested to support coordination in this regard. This could also relate to bilateral programmes that support the participation of partner countries in global policy processes.

## **2. OBJECTIVE, PURPOSE and EXPECTED RESULTS**

### **GLOBAL OBJECTIVE**

The overall objective of the assignment is to **support INTPA Headquarters (HQ) in its strategic approach to "multilateralism and digitalisation"**. This assignment will contribute to the fulfilment of EU global ambition of promoting a fair, inclusive, green and human centric digital transformation worldwide, inspired by the EU’s human-centric approach, in particular in the ACP region. This includes the strategic engagement with ACP countries on the national level, with the region as a whole and the embedding of this engagement in a global approach on the issue that includes multilateralism as a whole, as well as other countries and regions.

This strategic approach will be a key element in guiding INTPA to design and implement the *Multilateralism* line of action of the Digitalisation dimension of the Global Challenges (GC) Multiannual indicative programme (MIP) for 2021-2027 under the NDICI. The work on the

multilateralism envelope will have to take into account other actions financed by the Digitalisation dimension of the GC MIP, as well as actions financed under the other pillars of the NDICI (particularly the geographic programming).

The activities of the assignment can in general be carried out remotely.

### **Specific objectives, requested services, including suggested methodology**

In particular at the specific objective level the aim is to support INTPA HQ (Objective 1) in designing its strategy on “multilateralism and digitalization” in line with the EU policies, namely the Communications on Multilateralism and Digital Decade and (Objective 2) in strengthening strategic methodological know-how on how to monitor and evaluate EC’s/DG INTPA’s influence and capacity to promote the EU values and model in digitalisation globally. While the strategy has a seven-year perspective, the recommendations on how to achieve the goals should be given both for the long-term 7-year as well as the mid-term 2–3-year perspectives.

Based on Objective 1 and 2, Objective 3 aims at supporting DG INTPA in the drafting of a short-term annual action document for 2022. Objective 3 will only be pursued once Objective 1 and Objective 2 have been successfully completed and approved.

### **Objective 1 – Support DG INTPA in designing and strengthening its strategy on “multilateralism and digitalisation” under Global Challenges and know-how on how to achieve its ambition**

#### **To contribute to (indicative list of tasks):**

- Strengthening the EU’s capacity to project its digital goals into its international cooperation promoting its human-centric, rules-based approach, in the ACP region and the global level. This requires the development of partnerships and alliances that can underpin European investment in infrastructure, capacity building and the enabling environment, as well as fostering regulatory cooperation notably with like-minded partners.
- the EU’s and DG INTPA’s ambitions with regard to making this ‘Europe’s Digital Decade’, by facilitating interaction with other stakeholders and sharing and promoting the EU’s policies and values. This includes but is not limited to :-Partner countries’ public and private sectors, Civil Society, the D4D Hub, International Organisations and their agencies, EU Institutions and EC DG’s, EU Member States, Academia, etc.
- Through policy analysis, strategy design (including drafting strategies, roadmaps, etc) and recommendations, support INTPA in becoming a strong voice in the global digital landscape

### **Objective 2 - Strengthen DG INTPA’s strategic know-how on how to monitor and evaluate DG INTPA’s influence at the global level**

#### **To contribute to (indicative list of tasks):**

- Through monitoring and evaluation methodology development, support INTPA in maintaining its position as a strong voice in the global digital landscape

- Through monitoring and evaluation, allow INTPA to adjust its strategy to strengthening partnerships, alliances, international and multilateral topics and fora, including strengthening the EU's influence in relevant fora which discuss and govern the digital domain.

### **Objective 3 – Support DG INTPA in defining the short-term action document(s) for 2022 to implement INTPA's strategy on “multilateralism and digitalisation” under Global Challenges**

#### **To carry out the following list of tasks (indicative list):**

- Provide substantial input for the draft Action Document(s) (AD) 2022 related to 'Multilateralism and Digitalisation' under Global Challenges in the NDICI in line with the Commission requirements for such programming documents, including summaries and other documents.
- Support the efficient and performant operationalization of AD 2022.
- Prepare presentations and other informative material regarding this SO.

### **RESULTS**

The Contractor is expected to deliver high quality and timely services at request of INTPA Unit F5 to HQ. The specific deliverables, expected results and outcomes are defined here below. The non-exhaustive list of results to which the contract is aiming is as follows:

#### **R1 – Support to DG INTPA's strategy on “multilateralism and digitalisation” under Global Challenges is provided**

The consultants develop a methodology to draft the strategy of the multilateralism envelop and subsequently provide input for drawing up the seven-year strategy. The strategy should be structured in a coherent and comprehensive way and should include, but is not limited to, the following axes: level of engagement, type of actor, topic of interest, type of engagement needed. An important focus will be laid on the ACP region with an embedding of this engagement within a larger global strategy.

To fulfill the assignment, the EU Member States, EEAS, other lines DGs, e.g. DG CNECT, development agencies (e.g. GIZ, Enabel, AFD etc), PRIDA contacts and other relevant stakeholders are to be consulted for background, to understand their approaches towards “Multilateralism and Digitalisation” and benefits and/or drawbacks of certain approaches based on experience. The background information serves as one input to the strategy. Likewise, existing strategies on digitalisation (and AI) of other global players are to be consulted for background.

The consultants will:

- 1.1. Analyse the current situation and EU's current position to influence global trends in digitalisation, including mapping EU's presence in working groups, boards, shareholderships of main actors in a detailed manner. This concerns the EU institutions, Commission DG's, EEAS, Agencies, EU Member States, (AS-IS mapping, cf also point 4 reports)
- 1.2. Map the approach, donorships and actions of other EU services, e.g DG CNECT, FPI, EEAS, on multilateralism, including the impact of the actions, draw up a one-page SWOT analysis for DG INTPA vs other EU services and underline DG INTPA's added value compared to the other services. The consultant shall meet (at least virtual) with all required parties in the context of this assignment.
- 1.3. Analyse the strategic interests: crystalising EU strategic interests in the domain of

digitalisation and which ones of them can be achieved through multilateralism, topics should include, but are not limited to topics of D4D Strategy, cyber security and cyber diplomacy, AI, Internet Governance, NewIP/Open Internet (part of TO-BE vision, cf also point 4 Reports).

1.4. Provide a stakeholder mapping of current strategic presence and engagement and list of future strategic like-minded and non-like-minded partners (part of TO-BE vision):

1.4.1. State actors and international-organisations: strategic presence in and engagement with stakeholders and fora, organised by level (multilateral, regional, national). Levels and actors should include, but are not limited to:

- On the multilateral level: the ITU, the UN system, UN Agencies, UN Tech Envoy, WB GovTech, ILO
- On the regional level: AU, ASEAN, CELAC,
- Bilateral level: A list of about 20 countries will be provided during implementation (Countries considered important INTPA's ambitions in the digital domain)
- Non-like-minded partners

1.4.2. Non-state actors: CSOs, private sector, academia

- The analysis and strategy should include, but may well go beyond relevant Civil Society Organisations (example), European and non-European private sector (including tech firms, telecom providers, digital platforms, GAFAs etc.), academia.
- The mapping will again distinguish between the multilateral, regional and bilateral level.

1.4.3. Fora and alliances: strategic participation in fora/alliances include for instance:

- Global: UN Roadmap Working Groups, Global, regional and national IGFs, International Alliances
- Regional: regional IGFs, etc.
- Bilateral: national IGFs, etc.

1.5. For the identified future strategic partners (likeminded and non-likeminded), make recommendations on how to engage with them, within the strategy of 'multilateralism and digitalisation' to ensure that the EU's strategic interests are effectively heard and taken into account.

1.6. Based on the analysis of the strategic interests and stakeholders, propose three scenarios on how to reach DG INTPA's strategic interests (where to be present, at what level and with whom to best engage).

1.6.1. Scenarios are clusters of measures and actions taken under the measures to achieve a particular purpose.

1.6.2. Scenarios include two dimensions: internal to and external to DG INTPA

1.6.3. external dimension that focuses on actors and their capacities outside of DG INTPA and internal dimension that considers internal capacities of DG INTPA

1.7. Make recommendations to DG INTPA for measures under each scenario on how to implement the strategy (part of TO-BE vision). Examples<sup>9</sup> of possible measures:

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<sup>9</sup> Purely indicative list of examples. Consultants are requested to make recommendations.



- 1.7.1. Strengthening the EU's voice within ITU / UN System or other agencies (external)
  - 1.7.2. Engage with priority countries bilaterally to shape their multilateral engagement (external)
  - 1.7.3. Support revision of national data protection frameworks (external and/or internal)
  - 1.7.4. Better ensure global voice via donorship (external)
  - 1.7.5. Institutional and operational support to INTPA to implement its multilateral strategy (internal)
- 1.8. Make recommendations to DG INTPA for actions under each measure and their cost estimates (part of TO-BE vision). Examples of possible actions:
- 1.8.1. Measure: strengthening the EU's voice within the ITU/UN => Action: send an EU representative to an international organisation, pro-active participation in working groups and/or higher level with a strong agenda to ensure EU's positions are included from the start, etc (external).
  - 1.8.2. Measure: engage with priority countries bilaterally to shape their multilateral engagement => Action: Set up dialogue facility to discuss EU key topics with relevant countries, stakeholders bilaterally and support them in their engagement with the multilateral level (external).
  - 1.8.3. Measure: support revision of national data protection frameworks (external and/or internal => Action: set up helpdesk at INTPA HQ that revises legislation based on request by EUDs/Partner Countries in line with EU priorities (internal)
- 1.9. Scenarios, measures and actions should be developed in order of priority (part of TO-BE vision).
- 1.10. Recommended actions should cover two timeframes: (i) the longer-term seven-year perspective and (ii) the mid-term 2-3-year perspective. Actions should also include expected results for both timeframes (part of TO-BE vision).

**R2 - DG INTPA's strategic know-how on how to achieve its multilateral ambitions and monitor and evaluate its influence at the global level are strengthened**

The consultants will:

- 2.1 Support DG INTPA in developing methodology and mechanism to monitor and evaluate implementation of the strategy.
- 2.2 Benchmark the EU's/DG INTPA's current position based on the initial AS-IS mapping.
- 2.3 Provide DG INTPA with knowledge on how to implement and use the monitoring and evaluation mechanism.

**R3 – Support to the drafting of an Action Document(s) for 2022 to implement INTPA's strategy on multilateralism and digitalisation under Global Challenges is provided**

Consultant will:

- 3.1 Support the drafting of the AD 2022 following EC template and based on the scenario

chosen by DG INTPA under Objective 1.

3.2 Reflect on and make proposal of implementing partner(s), modality(ies)<sup>10</sup>, amounts, expected results, logical framework, and other elements in line with the format of EC ADs.

3.3. Assess the capacities of proposed implementing partners and feasibility of actions.

This Result will require a substantial amount of time, discussion, drafting and revision. Adequate time must therefore be foreseen in the proposed planning and methodology for this result.

**Other activities** (via backstopping and included in the expert's fees)

The contractor has to ensure (indicatively and not exhaustively):

- a) **Project meticulous monitoring**, total quality assurance, internal knowledge management, real time internal sharing and communication on every mission, real time support of all technical assistance missions / experts, full and meticulous briefing of non-key experts before missions, quality and timely reporting, text and language proof reading.
- b) **Regular and ad-hoc reporting activities** and running of the project internal database and information system, key experts should provide only dedicated specific input, the overall responsibility and effort for reporting should lie with internal resources.
  - a. In this context, INPTA will be using a 'group on the TEAMS' platform, which will be used as a database/exchange/communication/archiving platform with the key experts.
- c) **Efficient liaison and interaction** with the Commission and the EU Delegations and with stakeholders during assignment and on a frequent basis and responding to the assignment's primary importance and urgency.
- d) Management of all **security arrangements** if needed.

## LANGUAGE OF THE SPECIFIC CONTRACT

English.

## 3. LOGISTICS AND TIMING

Please refer to Part B of the Terms of Reference.

## 4. REQUIREMENTS

Please refer to Part B of the Terms of Reference.

## 5. REPORTS

Please refer to Part B of the Terms of Reference.

## 6. MONITORING AND EVALUATION

The assignment will start with a kick-off meeting. In addition, on the request of DG INTPA meetings will be held update on progress and discuss possible adjustments (indicatively every two

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<sup>10</sup> modalities include, for instance: budget support, contribution agreements, grants, service contracts, twinning arrangements, etc.

weeks). The regular meetings are complementary to the reports described in part B of the TORs. The reports will be briefly presented during the regular meetings but if the need arises, separate meetings for presenting reports can be organised.

The indicators for monitoring and evaluation of this contract will be established jointly by the Contractor and the Contracting Authority within the inception report. They will be chosen to provide valid, useful, practical and comparable measures of progress towards achieving expected results.

Possible indicators will include:

- Quality of the services provided in terms of
  - I. language (clarity, appropriateness, styles used, etc.),
  - II. presentation of content (consistency of formats, styles, references, tables of content, glossaries, supports selected, innovation, etc.),
  - III. usefulness of advice and services provided (this evaluation could be assessed through questionnaires, surveys, interviews, blogs, tracking system etc. to be developed by the Contractor).
- Number of interviews and meetings carried out
- The quality of the material and of documents produced is satisfactory in relation to relevant standards for documents
- Feedbacks from involved parties

## **7. PRACTICAL INFORMATION**

Please address any request for clarification and other communication to the following addresses: [INTPA-F5@ec.europa.eu](mailto:INTPA-F5@ec.europa.eu)

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# TERMS OF REFERENCE – PART B

## BACKGROUND INFORMATION

### 1. Benefitting Zone

### 2. Contracting authority

The European Union, represented by the European Commission, B-1049 Brussels, Belgium.

### 3. Contract language

English

## LOCATION AND DURATION

### 4. Location

- **Team Leader - Specialist in Digital and Foreign Policy:**
  - Normal place of posting of the specific assignment: The operational base/normal place of posting (the place from which they will work and will be mobilised for missions) for all key experts will be at their usual place of residence, in a European Union Member State and has to be clearly indicated in the Organisation and Methodology. The key experts will liaise with the project manager at DG INTPA on a regular basis. The team leader will ideally be located in Brussels. In case the key experts' place of posting is not in Brussels, arrangements for meetings and events in Brussels are to be covered by the fee rates.
  - Mission(s) outside the normal place of posting and duration(s):
- **Digital for Development Specialist with strong expertise in the formulation and design of International Partnerships (development cooperation) programmes:**
  - Normal place of posting of the specific assignment: The operational base/normal place of posting (the place from which they will work and will be mobilised for missions) for all key experts will be at their usual place of residence, in a European Union Member State and has to be clearly indicated in the Organisation and Methodology. The key experts will liaise with the project manager at DG INTPA on a regular basis. The team leader will ideally be located in Brussels. In case the key experts' place of posting is not in Brussels, arrangements for meetings and events in Brussels are to be covered by the fee rates.
  - Mission(s) outside the normal place of posting and duration(s):

### 5. Start date and period of implementation

The indicative start date is 05/07/2021 and the period of implementation of the contract will be 184 days from this date (indicative end date: 05/01/2022).

# REQUIREMENTS

## 6. Expertise

For this assignment, one individual expert must be proposed for each position.

The expertise required for the implementation of the specific contract is detailed below.

- **Team Leader - Specialist in Digital and Foreign Policy:**
  - General description of the position: She/He will be the main counterpart of DG INTPA's Digitalisation Unit for the management of this Contract and will be responsible for ensuring high quality of the deliverables. This expert will a) carry out parts of the assignment itself (ie research, drafting outputs, etc.), and b) provide the strategic vision of the assignment, and will supervise and coordinate the inputs of the other key expert. Steering and managing the assignment as a whole, carrying out a significant part of the day-to-day work, dispatching tasks to the other expert of the team; - Supervise the elaboration, production and quality control of the outputs
  - Expert category: Cat. I (>12 years of experience)
  - Qualifications and skills required: - Master's Degree or equivalent in international relations/ development, Economics, Law or any other discipline with specialisation in the areas related to the EU's foreign policy and Digital4Development (digital transformation, e.g. governance and regulatory framework of the digital sector, digital connectivity and infrastructure, digital skills and entrepreneurship, emerging innovative technologies, digital public and private services, cyberdiplomacy and internet governance); - Having carried out at least 3 assignments of at least 6 months each, in the following domains: Digital foreign policy, Digital geopolitics, Internet Governance (and Data and Diplomacy, AI and diplomacy, Cyberdiplomacy) - Having carried out at least 2 assignments of at least 3 months each, for the EU in the field of EU policy on digitalization, and the global landscape of the policy and regulatory framework relevant to digitalisation; - Having carried out at least 1 assignment of at least 3 months related to the EU's and its Member States foreign policy functioning, - Having carried out at least 2 assignments of at least 3 months each related to the functioning of multilateral actors/ fora, multi-stakeholder actors/fora in the domain of global digital diplomacy.
  - General professional experience: At least 8 years professional experience related to Digital foreign policy / diplomacy, Digital geopolitics, Internet Governance,
  - Specific professional experience: - Among the 12 years general professional experience, at least 4 years of experience in working with multilateral and multi-stakeholder fora / actors in the context of Digital diplomacy ; - Professional experience (at least 1 assignment of at least 3 months) related to Digital diplomacy concerning INTPA partner countries is considered an asset. - Good knowledge (at least 2 assignments of at least 3 months each) of the EU development cooperation programmes and the work of EU HQ and delegations is considered an asset; - Experience as expert (at least 1 assignment of at least 3 months each) in EU cooperation with international organisations in the field of digitalisation or governance is considered as an asset; - Proven experience as team leader in at least 2 assignments of at least 6 months each related to the EU policy and actions relevant to Digital4Development and digital transformation or governance is considered an asset;

- Language skills: Excellent written and oral communication skills in English : CERF level C2 (Mastery or proficiency) Ability to communicate in French would be an asset : CERF level B2 or above
- Minimum number of working days: **70** days
- **Digital for Development Specialist with strong expertise in the formulation and design of International Partnerships (development cooperation) programmes:**
  - General description of the position: Under the guidance of the team leader, the Digitalisation for Development Specialist will carry those parts of the assignment that relate more to development cooperation (/International Partnerships). He/She will bring expertise in working in the context of development cooperation, and effectively formulating/designing actions which fit with DG INTPA's objectives and methods. Similarly to the Team Leader, he/she will carry out the research and drafting tasks required for the assignment.
  - Expert category: Cat. I (>12 years of experience)
  - Qualifications and skills required: - University degree in a relevant field such as law, social sciences, international relations/development, economics or equivalent discipline. Good knowledge of the EU and of the EU policy, as well as the global landscape of the policy and regulatory framework relevant to digitalisation; - Good knowledge of the following domains: Digital foreign policy, Digital geopolitics, Internet Governance (and Data and Diplomacy, AI and diplomacy, Cyberdiplomacy), is considered an asset. - Good knowledge of the EU development cooperation programmes and the work of EU delegations is considered as an asset;
  - General professional experience: – At least 12 years of experience covering the design and/or implementation and/or evaluation of international cooperation policies, programmes and projects; – Proven experience with the drafting of programme / project documents (Action documents, Description of the Actions, Logical Frameworks, Objectives, Results, Indicators, etc)
  - Specific professional experience: – Experience with the formulation / design of activities with International Organizations, Twinning and Civil Society, is considered an asset. – At least 5 years of experience in the design and formulation of cooperation projects in the fields relevant to Governance, Policy and Regulation, as well as the governance related elements of Digital4Development. – At least 5 years of experience and good knowledge in developing countries' contexts; – Experience as expert in EU-funded development cooperation programmes and projects, and specifically on assignments/studies related to the subject of this Contract is considered as an asset; – Experience as expert in EU cooperation with international organisations in the field of digitalisation is considered as an asset;
  - Language skills: Excellent written and oral communication skills in English : CERF level C2 (Mastery or proficiency) Ability to communicate in French would be an asset : CERF level B2 or above
  - Minimum number of working days: **70** days

## **7. Incidental expenditure**

No incidental expenditure provided for in this contract.

## **8. Lump sums**

No lump sums provided for in this contract.

## **9. Expenditure verification**

No expenditure verification report is required.

## **10. Other details**

### **1 - Subscription fees**

Minimum quantity (if applicable): 1

### **2 - Translations**

Minimum quantity (if applicable): 1

## **REPORTS AND DELIVERABLES**

### **11. Reports and deliverables requirements**