

## Terms of Reference (ToR)

**Title:** Long-Term Expert – Data Governance

**Project:** Team Europe Initiative (TEI) on Digital Connectivity in Central Asia

**Component:** SO 1.3

**Location:** Central Asia – Kyrgyz Republic - Bishkek

**Duration:** 36 months (max)

**Expected Start Date:** First quarter 2026 (tentative)

**Language Requirements:** Fluency in English is required; knowledge of Russian would be an advantage.

**Deadline:** 30<sup>th</sup> November 2025

## 1. Background

**The overall objective** of the *Team Europe Initiative (TEI) on Digital Connectivity in Central Asia* is to foster safe and inclusive satellite connectivity access and use across Central Asian countries, in particular for women, youth and further marginalized groups, with the aim to support digitally driven socio-economic inclusion.

### **The Action has four specific objectives:**

- (i) To foster the development and use of ICT connectivity through the development of policies and regulations, designed and validated in a multi-stakeholder approach;
- (ii) To improve transparent and inclusive access to public and private connectivity services, with a focus on rural areas, gender equality and marginalized right-holders;
- (iii) To promote the use of satellite-based technologies to foster local digital innovation and tackle local challenges;
- (iv) To build cybersecurity capacity and awareness among stakeholders, and establish comprehensive cybersecurity frameworks.

The **TEI Action on Soft Digital Connectivity** is built and implemented based on **synergies, experience and know-how from EU Member States:** France (Expertise France – leading organization of the consortium), Lithuania (CPVA), Finland (HAUS Institute), Latvia (CFLA, Riga Technical University and Latvian IT Cluster) and Estonia (e-Governance Academy).

The current Terms of reference fall under the **Specific Objective 1.3** which aims at strengthening of institutions and policies favorable to the **governance, accessibility, sharing, reuse and regulation of data**, improving capacity of CA authorities to **manage data policy and regulatory environment** and improving private sector and CSO capacity for advocating for high standards in accessing data policy and regulatory environment (Expertise France).

## 2. Objective of the Assignment

The expert will support **the design and implementation of a comprehensive national data governance framework in Kyrgyz Republic**. This includes review and implementation of the Digital Transformation Strategy 2024-2028, elaboration of its action plan, strengthening regulatory and institutional capacities, supporting awareness-raising and training initiatives, and delivering practical tools to ensure effective data management, open data accessibility, and protection of personal data.

## 3. Scope of Work / Key Responsibilities

The expert will perform the following key activities:

### Strategy and Policy Development

- Review and participate in implementation of the **Digital Transformation Strategy 2024-2028** and development of its **Action Plan** ensuring effective data use, governance, and protection across the public sector;
- Propose a **governance framework** for data, detailing roles, responsibilities, and protocols for data management, circulation and protection;
- Draft **guidelines** for standardizing data management across government institutions;
- Present **best practices and use cases from the French or EU approach**, focusing on data use, governance, and protection challenges in public services.
- Propose recommendations that implementing digital policies and reforms **with explicit gender equality objectives**, inclusive consultations, impact assessments, dedicated resources, and **gender-disaggregated monitoring to ensure women's needs are addressed and progress is measurable**.

## Sectoral Engagement and Risk Review

- Identify **priority sectors** (e.g., health, education, telecom, finance) most impacted by data protection requirements;
- Assess **sector-specific risks and compliance challenges**;
- Draft **practical guidance tools**, including:
  - Data processing principles;
  - Consent management;
  - Breach notification protocols;
  - Regulatory and impact assessment templates.

## Communication and Awareness

- Develop and implement a **communication strategy** around the national data strategy;
- Organize **national awareness-raising events**, including:
  - Webinars
  - Roundtables
  - Media engagements.

## Capacity Building and Institutional Strengthening

- Design and deliver **capacity-building workshops** for:
  - Public sector institutions;
  - Private sector (including SMEs and start-ups);
  - NGOs;
- Train **trainers and champions** in key institutions for ongoing knowledge transfer;
- Pilot selected tools (e.g., **processing registers, privacy impact assessments**) in both public and private sector institutions;
- Propose internal **compliance structures**, including:
  - Data Protection Officer (DPO) roles;
  - Training needs;
  - Audit and monitoring mechanisms.

## Data Infrastructure and Open Data

- Support the development of **essential reference databases**, such as an **address data register**;
- Design and support the launch of a **secure open data portal**, ensuring accessibility to both citizens and businesses.

#### 4. Required Qualifications and Experience

##### Education:

- Postgraduate degree in information systems, digital transformation, or equivalent professional experience;
- Strong proficiency in both French and English (oral and written);
- Knowledge of Russian would be an advantage;
- Demonstrated excellence in:
  - Communication;
  - Teamwork and interpersonal skills;
  - Knowledge transfer and capacity building;
  - Analytical and reporting skills;
  - Problem solving and decision-making.

##### General Experience

- At least 10 years of professional experience in digital government, particularly in data governance (data management, data exchange, open data, and data protection);
- Minimum of 8 years working with or within the public sector.

##### Specific Experience

- In-depth knowledge of data governance regulatory frameworks and their implementation;
- Proven experience supporting policy and regulatory reforms that enable a data-driven public sector;
- Direct involvement in project implementation for digital reforms in collaboration with governments, CSOs, or private sector;
- Experience in training and supporting third parties (e.g., public servants, private companies) on data governance and open data issues.

## 5. Deliverables (tentative)

- Action Plan;
- Data Governance Framework and Guidelines;
- Sectoral Risk and Compliance Analysis Report;
- Practical Tools and Guides (as outlined);
- Communication and Awareness Plan with documentation of events;
- Training materials and reports;
- Pilot implementation report;
- Recommendations for internal compliance mechanisms;
- Technical specifications for open data portal and reference databases.