REPUBLIC OF KENYA

COUNTRY: KENYA
PROJECT: KENYA DIGITAL ECONOMY ACCELERATION PROJECT (KDEAP)
IMPLEMENTING AGENCY:

Information and Communications Technology Authority (ICTA)

PROJECT ID: P170941; Credit Numbers 7289-KE and 7290-KE

TERMS OF REFERENCE FOR:

Request for Expression of Interest

For

Consulting Services for the Development and Review of GOK ICT Standards, Implementation of ISO 9001:2015 Quality Management, and Enterprise Risk Management ERM Framework at the ICT Authority

(Consulting Firm)

Contract No: KE-ICTA-458284-CS-QCBS

Issue Date: 17th December 2024

Closing Date: 7th January 2025, 1000Hrs EAT

Client:
The Chief Executive Officer,
ICT Authority
Telposta Towers 12th Floor, Kenyatta Ave
PO Box 27150 - 00100 Nairobi Kenya
Tel: +254 20 2089061/ 2211960 Fax: +254 20 2211960
Email: procurement@ict.go.ke , info@icta.go.ke
Website:www.icta.go.ke

1. Background

The Government of the Republic of Kenya (GoK) has received financing in the amount equivalent to US$390 Million from the World Bank towards the cost of the first phase of the Kenya Digital Economy Acceleration Project and it intends to apply part of the proceeds to payments for goods, works, non-consulting services and consulting services to be procured under this project.

The project will include the following components.

Component 1: Digital Infrastructure and Services -The aim of this component is to increase access to high-speed internet for individuals, industry, and government—the 'foundation of the foundations' of a digital economy and strengthen Kenya's role as a regional digital leader—while leveraging investments from the private sector.

Component 2. Digital Government and Services - This component will invest in the foundational digital services, platforms, architectures, and policies needed to transform the way the Government communicates and conducts its internal operations.

Component 3. Digital Skills and Markets-This component aims to equip young Kenyans with digital skills and strengthen their abilities to access and compete in domestic and regional markets through supporting skills development, to study mechanisms to improve access to affordable devices, and through enhancing the enabling environment for e-commerce to support Kenya's role as a regional digital hub.

Component 4. Project Management-This component will support project implementation, coordination, for the Project Implementation Unit (PIU) within ICTA and capacity building.

Component 5: Contingent Emergency Response Components-This component will be activated in the event of an emergency.

The Government of Kenya (GOK) intends to apply a portion of the proceeds of the Credit towards Consulting services for development and review of GOK ICT standards, Implementation of ISO 9001:2015 Quality Management and Enterprise Risk Management ERM Framework at the ICT Authority.

The ICT Authority, as part of its core mandate, sets and enforces ICT standards for the human resource, infrastructure, processes, systems and technology for the public office and public services. The purpose of the standards is to ensure a unified approach to ICT investment and operationalization for optimization of value. ICT standards support Kenya's economic development strategy by guiding implementations of digital connectivity, systems and services.

The Authority has so far developed three editions of the ICT standards, that draw upon appropriate National and international standards, such as those from KS ISO 27001, ITU-T, ISO, GSMA, IETF etc, intended to guide the acquisition, development, operation and management of digital technologies in the public service. The Standards are in the following areas:

1. Government Enterprise Architecture
2. Infrastructure: - ICT Networks, End User Computing Devices, Data Center, E-waste Management, Optic Fiber Backbone, Metro and Last Mile
3. Systems and Applications
4. Information Security
5. IT Governance
6. Electronic Records Management
7. Cloud Computing
8. ICT Human Capacity Development

The Authority also intends to strengthen its capacity to consistently deliver quality products and services that meet customer and regulatory requirements by establishing a structured framework based on ISO QMS 9001:2015.

Lastly, the Authority intends to establish an Enterprise Risk Management framework (ERM) to provide a structured and consistent approach to identifying, assessing, managing and monitoring risks across the organization.

2. The Objective of the Assignment

i. Align the existing ICT standards with the government digitalization agenda.

ii. Ensure the ICT standards are in line with current technology trends

iii. Ensure that updated or new standards comply with relevant legal and regulatory requirements.

iv. Guide the ICT Authority in the implementation of ISO 9001:2015 standard to meet the increased expectations of stakeholders and other interested parties, while also addressing organizational risks and opportunities in a structured manner.

v. Guide the ICT Authority in the implementation of an ERM framework to provide a structured and systematic method for identifying, assessing, prioritizing, managing, and monitoring risks across the entire Authority.

3. Scope of Services and Specific Task of Assignment

3.1 Scope of Service for the Development and Review of GOK ICT Standards

The scope of the assignment will cover activities that will ensure the ICT standards remain current, comprehensive, and aligned with rapid technological advancements. This includes but not limited to conducting a thorough review and update of the existing third edition of ICT standards, identifying emerging digitalization areas that require new or revised standards, and developing these new ICT standards accordingly.

3.1.1 QMS Consulting Services Scope

The scope of the assignment will cover assisting the ICT Authority in achieving and maintaining ISO 9001:2015 certification by identifying improvement areas through a pre-assessment, coordinating stakeholder input to complete necessary documentation, finalizing the certification application, providing training on audit requirements to officials, and ensuring successful certification.

3.1.2 ERM Scope

The scope of the assignment will cover assisting the Authority in strengthening its Enterprise Risk Management (ERM) framework by reviewing current practices, developing an ERM strategy, policy, and implementation plan, creating and deploying risk management tools, facilitating the establishment of risk appetite and tolerances, conducting training for key stakeholders, and advising on leveraging technology to enhance ERM.

3.2 The Specific Tasks
3.2.1 Development and Review of GOK ICT Standards Tasks
The assignment will involve;

i. Review and update of the current third edition of ICT standards and the existing and listed ICT standards.

ii. Develop new ICT standards, including technical specifications, guidelines, and conformance requirements.

iii. Review and analysis of the effectiveness, relevance, and applicability of each standard given the current technological advancements in Government and digitalization needs.

iv. Engage with internal stakeholders that include standards domain owners from ICT Authority technical departments to understand specific requirements and challenges.

v. Collaborate with external experts, industry partners, and standards bodies to gather insights on emerging technologies and global best practices.

vi. Identify emerging digitalization areas that require standardization.

vii. Facilitate discussions and workshops to solicit feedback from stakeholders and refine the draft or new standards.

viii. Document all feedback comments and recommendations related to the review and development of the ICT standards.

ix. Prepare final standards for approval by the ICTA Board of Directors.

x. Facilitate knowledge transfer and training sessions for Standards Department staff in the operationalization and enforcement of the standards.

3.2.2 QMS Tasks:

i. Assist the ICT Authority in preparing and strengthening the ToRs of the ISO Project team who will be responsible for supporting pre-assessment and preparatory work and later in implementing ISO9001:2015 requirements.

ii. Conduct a pre-assessment of the ICT Authority to identify the improvements required.

iii. Perform gap analysis of the documentation of the ICT Authority against the requirements of ISO9001:2015 and produce a gap analysis report at the end of first month.

iv. Plan together with the ISO project team of the ICT Authority on the ways to address the gaps to develop the necessary documentation for ISO9001:2015 certification.

v. Lead, guide, and coordinate inputs from the stakeholders to complete the necessary documentation which should be in place to be ready for the ISO9001:2015 audit.

vi. Develop all mandatory procedures as required in ISO9001:2015 and guide the ISO project team on implementing the same.

vii. Develop customized training course material in soft copy (as well as hard copy) for conduct of all necessary trainings.

viii. Conduct required trainings that will include:
   a) top/senior management briefing;
   b) planning, documentation, and implementation workshop for ISO project team; and
   c) awareness program for all employees of the Authority.

ix. Provide training to relevant officials of the ICT Authority on subsequent audit requirements and other related processes to assist the organization to obtain/maintain ISO9001:2015 certification.

x. Advise the ISO steering committee on change management and the success factors to support effective implementation of ISO9001:2015.

xi. Conduct Internal Auditors training and guide the Internal Auditor team in conducting required internal audits.

xii. Offer close guidance in the preparation and review of final documents prior to the application for certification.

xiii. Draft and finalize the documents and application for ISO9001:2015 certification.

xiv. Guide the ISO Project team in making an application for certification.

xv. Assist in the coordination of required management reviews prior to certification.

xvi. Guide the ISO project team to take the necessary corrective actions on identified non-conformities and finalize documents.

xvii. Ensure ISO 9001:2015 certification for ICT Authority

3.2.3 ERM Tasks

i. Review and advise on the current risk management arrangements and practices within the Authority.

ii. Ensure that the risk management is aligned with the Authority's overall objectives and strategies.

iii. Develop the Enterprise Risk Management (ERM) strategy.

iv. Develop the Enterprise Risk Management (ERM) policy in line with an appropriate standard or framework.

v. Develop an Enterprise Risk Management Implementation Plan emanating from Risk Management Strategy, detailing implementation activities, timelines, budget estimates.

vi. Integrate risk management into the decision-making processes to support the achievement of strategic goals.

vii. Identify risks across all aspects of the Authority, including strategic, operational, financial, and compliance risks.

viii. Encourage a comprehensive view of risks to avoid siloed or isolated risk management approaches.

ix. Systematically assess and prioritize risks based on their potential impact and likelihood of occurrence.

x. Consider the interdependencies and correlations between different risks to provide a more accurate risk profile.

xi. Facilitate the Board and Senior Management (RMC) in the development of risk appetite and risk tolerances.

xii. Enable the development and implementation of effective risk mitigation strategies and controls to reduce the impact and likelihood of identified risks.

xiii. Develop the risk identification, assessment, and reporting tools and reports.

xiv. Deploy the tools in (13) above in the risk identification, assessment, and reporting.

xv. Advise on how the Authority can leverage technology to enhance the ERM framework.

xvi. Enable the allocation of resources efficiently by focusing on the most critical risks that could significantly impact the organization's objectives.

xvii. Enable the prioritization of risk management efforts to address the most pressing and relevant threats and opportunities.

xviii. Provide decision-makers with timely and relevant information about risks to support informed decision-making.

xix. Enable the integration of risk considerations into strategic planning, project management, and day-to-day operational decision processes.

xx.   Foster a risk-aware culture and encourage proactive measures to address potential issues before they escalate.

xxi.   Conduct risk management training for the Board, RMC, and the Risk Champions.

xxii.   Enhance the understanding of risks and risk management practices among stakeholders, including the Board, employees, and regulators.

xxiii.   Foster transparent communication about the organization's risk profile with internal and external stakeholders.

xxiv.   Ensure compliance with relevant laws, regulations, and industry standards.

xxv.   Enable the establishment of accountability for managing and monitoring risks throughout the organization.

xxvi.   Facilitate a continuous improvement process by enabling regular review and updating of the ERM framework based on changes in the business environment, emerging risks, and organizational learning.

xxvii.   Develop, test, and deploy a Business Continuity Plan (BCP).

xxviii.   Enhance the organization's ability to withstand and recover from unforeseen events or crises, contributing to long-term sustainability.

4. Duration and Location of Assignment

The duration of the assignment shall be up to twelve (12) calendar months from the contract commencement date. The location of the assignment is in the ICT Authority offices located in the address given below:

The Chief Executive Officer,
ICT Authority
Telposta Towers 12th Floor, Kenyatta Ave
PO Box 27150 - 00100 Nairobi Kenya
Tel: +254 20 2089061/ 2211960 Fax: +254 20 2211960
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Website: www.icta.go.ke

5. Reporting requirements and Timelines for deliverables

5.1 Standards Reports

Item	Documents	Details	Timeline for submission of output from date of commencement of the Assignment	Output
5.1.1	Inception report	A report on the consultant's understanding of the objectives and scope of works.	1 month	3 Hard copies and 1 digital copy
5.1.2	Gaps analysis report	A report on identified gaps with the current edition of standards as compared to local, global technology trends and government digitalisation needs An overview of the emerging technologies, their application to government operations and any requirements for standardisation of those technologies	2 months	3 Hard copies and 1 digital copy
5.1.3	Internal and external Stakeholders engagement report	A report documenting feedback and comments from internal stakeholders on the standards.	3 months	3 Hard copies and 1 digital copy
5.1.4	Draft Standards	Comprehensive draft standards on all the identified domain that should align with the government digitalisation agenda as well as any other relevant global trends on ICT standardization	5 months	3 Hard copies and 1 digital copy
5.1.6	Validation of the draft standards	Validation of third-edition standards and new developed	6 months	3 Hard copies and 1 digital copy

Item	Documents	Details	Timeline for submission of output from date of commencement of the Assignment	Output
		standards and Validation Report		
5.1.7	Final standards	Updated third-edition standards and new developed standards	10 months	3 Hard copies and 1 digital copy
5.1.8	Training Report	A report on the training done by the consulting firm to ICTA Staff in the Standards department on the revised/ new Standards	12 months	3 Hard copies and 1 digital copy

5.2 QMS Reports

The consultant will present the following reports, workshops, draft bidding and documents.

S/No	Report	Details	Timeline for submission of output from date of commencement of the assignment	Number and format of reports presentation
5.2.1	Inception report:	A report on the consultant's understanding of the objectives and scope of works.	1 month	3 Hard copies and 1 digital copy
5.2.2	Gap Analysis Report:	Details the current state of the organization's quality management processes. Identifies gaps between current practices and the requirements of ISO 9001:2015. Provides recommendations for bridging these gaps	2 Month	4 Hard copies and 1 digital copy
5.2.3	Implementation Plan:	Outlines the steps necessary to achieve ISO 9001:2015 certification. Includes timelines, resources needed, and responsibilities. Details on how to address the gaps identified in the gap analysis.	2 Months	4 Hard copies and 1 digital copy
5.2.4	Quality Manual:	A comprehensive document that describes the QMS. Includes the scope of the QMS, quality policy, objectives, and procedures Essential for guiding the organization's quality efforts.	4 months	2 Hard copies and 1 digital copy
5.2.5	Standard Operating Procedures (SOPs)	Detailed procedures for key processes within the organization. Ensures consistency and compliance with ISO 9001:2015 requirements.	6 Months	4 Hard copies and 1 digital copy

S/No	Report	Details	Timeline for submission of output from date of commencement of the assignment	Number and format of reports presentation
		Includes document control, record management, and internal audits		
5.2.6	Training Report:	Documents training sessions conducted for staff on ISO 9001:2015 requirements. Includes attendance records, training materials, and feedback. Ensures that staff are aware of and understand the QMS	7 months	4 Hard copies and 1 digital copy
5.2.7	Internal Audit Reports:	Details the findings from internal audits of the QMS. Identifies non-conformities, opportunities for improvement, and compliance status. Provides recommendations for corrective actions.	8 Months	4 Hard copies and 1 digital copy
5.2.8	Management Review Report	Summarizes the results of the management review meetings. Reviews the performance of the QMS, including audit results, customer feedback, and process performance. Includes decisions on improvements and resource needs.	8 Months	4 Hard copies and 1 digital copy
5.2.9	Non-Conformance Reports (NCRs):	Documents the steps taken to address non-conformances and prevent their recurrence. Includes analysis of root causes, action plans, and effectiveness reviews.	10 Months	4 Hard copies and 1 digital copy

S/No	Report	Details	Timeline for submission of output from date of commencement of the assignment	Number and format of reports presentation
		Ensures continuous improvement of the QMS		
5.2.10	Certification Audit Report	Provided by the certification body after the external audit. Details the findings of the audit, including any non-conformities and recommendations. Confirms whether the organization has met the requirements for ISO 9001:2015 certification.	12 Months	4 Hard copies and 1 digital copy
5.2.11	Final (QMS) Project Report	- A comprehensive summary of all activities undertaken during the consulting engagement. - Evaluation of the effectiveness of the implemented QMS. - Lessons learned and best practices. - Recommendations for continual improvement	12 Months	4 Hard copies and 1 digital copy

5.3 ERM Reports

Item	Report	Details	Timeline for submission of output from date of commencement of the assignment	Output
5.3.1	Inception Report	The Consultant will share the Report on of the current risk management arrangements and practices within the Authority, and any gaps noted, review and advice the current risk management arrangement and practice	1 Month	4 Hard copies and 1 digital copy
5.3.2	Enterprise Risk Management Strategy	ERM Strategy with a 3-year outlook. The Strategy should be aligned with KDEAP implementation plan	2 months	4 Hard copies and 1 digital copy
5.3.3	The Enterprise Risk Management (ERM) Implementation Plan	The Consultant will share the ERM Implementation Plan, emanating from Risk Management Strategy, detailing implementation activities, timelines, and budget estimates	4 months	4 Hard copies and 1 digital copy
5.3.4	The ERM Training Reports; List of participants, Training plan, Attendance Reports/ certificates	The Consultant will share a report after conducting risk management introductory trainings for the Board, RMC and the Risk Champions	6 months	4 Hard copies and 1 digital copy
5.3.5	Risk Appetite Statements	The Consultant with share a report on Risk Appetite Statements after facilitating the Board and the RMC in developing risk appetite and risk tolerances	6 months	4 Hard copies and 1 digital copy
5.3.6	The Enterprise Risk Management (ERM) policy	The Consultant will share the ERM policy outlining the principles, processes and guidelines for implementing the ERM framework	7 months	4 Hard copies and 1 digital copy

Item	Report	Details	Timeline for submission of output from date of commencement of the assignment	Output
5.3.7	ERM management tools	The Consultant will develop and share ERM management tools for risk identification, assessment and reporting, including but not limited to risk identification and assessment templates, risk matrix, KRIs, risk registers, reporting templates	8 months	4 Hard copies and 1 digital copy
5.3.8	Proposal for automation	The Consultant will share a report on how the Authority can leverage technology in the ERM implementation to enhance the identification, assessment, response, monitoring, and reporting on risks	10 Months	4 Hard copies and 1 digital copy
5.3.9	Business Continuity Plan (BCP)	The Consultant will develop, test and share a report on the Business Continuity Plan (BCP)	12 Months	4 Hard copies and 1 digital copy

All draft and final reports (in specified formats and copies) shall be submitted in the prescribed format to:

The Chief Executive Officer,
ICT Authority
Telposta Towers 12th Floor, Kenyatta Ave
PO Box 27150 – 00100
Nairobi Kenya
Tel: +254 20 2089061/ 2211960 Fax: +254 20 2211960
Email: procurement@ict.go.ke , info@icta.go.ke
Website: www.icta.go.ke

Attention:
The Project Coordinator
KDEAP

Upon submission of every report, the consultant is expected to make a presentation of the submitted report to the Client in a scheduled meeting. The acceptance of the report shall be recorded in the minutes of the meeting.

6. Payment Schedule/Remuneration

Proposed payment schedule

S/No	Report	Category	Time from date of contract signature	Percentage of payment (for Phase 1)
6.1	Inception report	Standards	1 Month	
	Inception report	QMS		
	Inception Report	ERM		
6.2	Gaps analysis report	Standards	2 Months	10%
	Gap Analysis Report	QMS		
	Enterprise Risk Management Strategy	ERM		
6.3	Implementation plan	QMS		
	Quality Manual:	QMS		
	The Enterprise Risk Management (ERM) Implementation Plan	ERM		
6.4	Internal and external Stakeholders Engagement Report	Standards	3 Months	20%
	Standard Operating Procedures (SOPs)	QMS		
	The ERM Training Reports; List of participants, Training plan, Attendance Reports/ certificates	ERM		
6.5	Draft Standards	Standards	4 months	
	Training Report:	QMS		
	Risk Appetite Statements	ERM		
6.6	Internal Audit Reports:	QMS	6 Months	30%
	The Enterprise Risk Management (ERM) policy	ERM		

S/No	Report	Category	Time from date of contract signature	Percentage of payment (for Phase 1)
6.7	Validation of the draft Standards	Standards	6 Months	
	Management Review Report	QMS		
	ERM management tools	ERM		
6.8	Final Standards	Standards	10 Months	40%
	Non-Conformance Reports (NCRs):	QMS		
	Proposal for automation	ERM		
6.9	Training Report	Standards	12 Months	
	Certification Audit Report	QMS		
	Business Continuity Plan (BCP)	ERM		

7.   Minimum Consultant's qualifications and experience requirements

The shortlisting criteria for the Consulting Firm will involve the following:

The shortlisting criteria for the Consulting Firm will involve the following:
   i.   **Core business and years in business:** The firm shall be registered/incorporated as a consulting firm with core business in the field of ICT Consultancy, ISO and Risk Management consultancy or related fields for a minimum period of (ten) 10 years.

   ii.   **Relevant experience**: The firm shall demonstrate as having successfully executed and completed at least two assignments of similar nature in any of the areas within scope, complexity and in a similar operating environment in the last 8 years. Details of similar assignments, with the name and address of the client, scope, value, and period should be provided.

   iii. **Technical and managerial capability of the firm:** The firm shall demonstrate as having the requisite technical capacity and managerial capacity to undertake the assignment in the submitted company profile(s).

7. **Team composition and qualification and experience requirements and estimated time inputs, for the key experts.**

S/No.	Key Experts

8.1	**Team Lead/Project Lead - (1)**
	
	   i. A minimum of Master's degree in Computer Science/IT, Management/Engineering business administration, management, engineering, quality management, or a related field.
	
	   ii. Demonstrate general knowledge and experience of at least ten (10) years in the Information Communication Technology (ICT) sector.
	   iii. Managed a minimum of 5 projects of any of the areas within scope in the last ten (10) years.
	
	   iv. Certification: Project Management Certification i.e. PMP, PMI, CAPM or Prince II etc.

8.2	**Enterprise Architect (1)** i. A minimum of Bachelor's degree in Computer Science/IT /Engineering or equivalent ii. Minimum 5 years of experience in IT enterprise architecture planning and implementation within organizational environments. iii. Proven track record of successfully implementing at least three (3) enterprise architecture projects within the last five years. iv. Certifications related to Enterprise Architecture: - TOGAF, CEA, Certified SOA ARCHITECT, ITIL Master etc. will be an added advantage
8.3	**Digital Infrastructure Expert (1)** i. A minimum of Bachelor's degree in Computer Science, Information Technology, or a related field. ii. Certifications in ICT Networks/ Data Center/ Cloud computing/ Optic Fiber **iii.** Nine (9) years' experience as a digital infrastructure engineer, with a track record of successful project implementation **iv.** Proven track record of successfully implementing at least two (2) digital infrastructure projects within the last five years.
8.4	**Software Engineer (1)** i. A minimum of Bachelor's degree in Computer Science, Information Technology, or a related field. ii. Minimum 9 years of experience as a software engineer, demonstrating expertise in designing, developing, and deploying software solutions. iii. Proven track record of successfully implementing at least three (3) software projects from inception to completion in the last five years. iv. Certifications in software engineering
8.5	**Information Security expert (1)**

	i.	A minimum of BSc. Information Technology / Computer Science / Telecommunications / Engineering or related field.
	ii.	Minimum 10 years of general experience in information Security.
	iii.	Minimum of 5 years' experience in managing and implementing cybersecurity strategies related projects in developing countries would be an advantage.
	iv.	Certifications such as CISSP, CISM, or GCIH and internationally recognized SOC Auditor certification
8.6	**IT Governance expert (1)**	
	i.	A minimum of BSc. Information Technology / Computer Science / Telecommunications / Engineering or related field.
	ii.	At least 9 years' experience implementing IT Governance programmes including:- I.T Project management, IT Governance, Risk and Compliance (GRC), cyber Security, IT service management e.t.c
	iii.	Relevant certifications in IT Governance i.e COBIT, CGEIT, ITIL, PMP, CRISK e.t.c F
8.7	**Digitization Expert (1)**	
	i.	A minimum of Bachelor's Degree in, Information Sciences or related field required
	ii.	At least 9 years' experience in information management, digital preservation, digitization, digital information management systems/ electronic content management systems.
	iii.	Relevant certifications in electronic records management e.g. certified records manager, certified privacy manager, and information governance professional.
8.8	**Quality Management Systems Expert (1)**	
	i.	A minimum of a bachelor's degree in quality management, business administration, engineering, or a related discipline.
	ii.	Experience of not less than 5 years in quality management, process improvement, or related fields.
	iii.	A minimum of 2 assignments of in quality management systems in the last 5 years
	iv.	ISO 9001:2015 Certification: Certified as an ISO 9001:2015 Lead Auditor or Lead Implementer
8.9	**Enterprise Risk Management Expert (1)**	
	i.	A minimum of bachelor's degree in Finance, Commerce, or Equivalent from an accredited University
	ii.	Must have at least five (5) years' experience in risk management consulting
	iii.	A minimum of 2 assignments of in Enterprise Risk Management in the last 5 years
	iv.	A certification in Risk Management, and be a member of a recognized Professional Body of good standing

8. Estimated time inputs for key experts

The number of key experts and the estimated time input for each key expert for the assignment are presented

Estimated Time Inputs for Key Experts

S/No	Key Experts	No	Estimated Time Input (staff-months)
1	Team Leader	1	12
2	Quality Management System Expert	1	12
3	Enterprise Risk Management Expert	1	12
4	Enterprise Architect	1	12
5	Software Engineer	1	12
6	Information Security expert	1	12
7	IT Governance expert	1	12
8	Digitization Expert	1	12
9	Digital Infrastructure Expert	1	12
Total		**9**	**108**

9. Management and Accountability of the Assignment

The Client for the services will be ICTA. The Client will be represented by the Chief Executive Officer (CEO). The Project Coordinator will be the Consultant' supervisor and shall be responsible for the coordination of activities of the consultant

10. Responsibilities of the Client

11.1 Data, Local Services, Personnel and Facilities

The Consultant will be provided with the currents third edition of ICT standards as well as previous editions. The Consultant will be supported where applicable with introductory letters/memos to stakeholders to facilitate data collection and to conduct interviews.

The client will Provide free of charge all available existing information including the communication strategy, data, reports and clips and will assist the Consultant in obtaining other relevant information and materials from governmental institutions and agencies where necessary. However, it is the duty of the Consultant to check the availability, quality and suitability of this information. The information, data, and reports mentioned above will be available for the Consultant's unlimited use during the execution of the proposed services within the project.

11. Responsibilities of the Consultant

The Consultant shall be responsible for their own transport, accommodation, insurance, Airtime and other associated costs.

The Consultant is expected to undertake activities that will ensure that outputs are consistent with the professional and legal requirements. All outputs will be presented using modern techniques/technology. It is also required that the data is generated through a consultative process that guarantees authenticity and ownership.

The consultant is expected to have other relevant back-office support personnel and resources not limited to above key experts to ensure successful completion of the assignment

END OF TOR