



COUNTRY: KENYA
PROJECT: KENYA DIGITAL ECONOMY ACCELERATION PROJECT (KDEAP)
IMPLEMENTING AGENCY: Information and Communications Technology Authority (ICTA)
PROJECT ID: P170941

TERMS OF REFERENCE

FOR:

**PROVISION OF TECHNICAL SERVICES FOR ASSESSING THE STATUS AND
DEVELOPING A BLUEPRINT FOR REENGINEERING THE ECITIZEN PLATFORM**

Contract No: KE-ICTA-500341-CS-QCBS

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Closing Date: 12th November 2025 at 1000 Hrs EAT

Client:

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TERMS OF REFERENCE

1. Background

The Government of the Republic of Kenya (GoK) has received a credit from the World Bank for the Kenya Digital Economy Acceleration Project (KDEAP), a transformative initiative structured around three components: 1) digital infrastructure and access, 2) digital government and services, and 3) digital skills and markets.

KDEAP advances Kenya's National Digital Masterplan¹, National Information Communication and Technology Policy Guidelines, Digital Economy Strategy², Digital Economy Blueprint³, the East African Community's eCommerce Strategy, and the African Union's Digital Transformation Strategy for Africa⁴.

The project implementation for the Provision of Technical Services for Assessing the Status and Developing a Blueprint for Reengineering the eCitizen Platform is in one phase, which focuses on closing the gaps in Kenya's digital infrastructure, foundations of e-government, as well as digital skills and institutional capacity.

The GoK has made significant progress in establishing and operationalizing a digital one-stop shop for all government services through the eCitizen platform. eCitizen will need to scale -up and adapt to deliver a higher number of services in a secure, scalable, and performance manner while meeting user-centric targets and challenges. This level and type of change require careful, medium-term strategic planning, as well as the establishment of an enabling environment that is stable, secure, and performant, based on a sustainable enterprise architecture (EA) that will take the GoK's whole-of-government digitalization approach forward in coming years.⁵

E-citizen services, including the eCitizen platform, are under the mandate of the State Department of Immigration and Citizen Services, Directorate of eCitizen Services. The Directorate's role is to coordinate the rollout of a whole-of-government ecosystem involving the ministries, counties, departments and agencies (MCDAs) regarding the effective digitalization, onboarding, and deployment of digital channels to facilitate the

¹ ICTA. 2022. *Kenya's Digital Masterplan 2022-32*, at <https://cms.icta.go.ke/sites/default/files/2022-04/Kenya%20Digital%20Masterplan%202022-2032%20Online%20Version.pdf>.

² MICDE. 2020, *Digital Economy Strategy*, at: <https://ncs.go.ke/wp-content/uploads/2021/02/DRAFT-DIGITAL-ECONOMY-STRATEGY.pdf>

³ ROK. 2019. *Digital Economy Blueprint*, at: <https://www.ict.go.ke/wp-content/uploads/2019/05/Kenya-Digital-Economy-2019.pdf>.

⁴ AU. 2020. *Digital Transformation Strategy, 2020-2030*, at : <https://au.int/en/documents/20200518/digital-transformation-strategy-africa-2020-2030>.

⁵ The ICT Authority (ICTA) has been mandated to develop and implement this EA, which is expected to ensure a shared infrastructure and info-infrastructure, the development of standards, and an interoperability framework for seamless/integrated services and delivery.

delivery of the services that MCDAs provide. In collaboration with the Ministry of Information, Communications, and Digital Economy (MICDE), this includes improving internal processes (back-office functions) of MCDAs (including the reengineering of the associated business processes to make them more efficient and user-centric) and intensifying efforts to enhance access to and quality of public services delivered online.

Through a collaborative approach involving MICDE as well as other stakeholders in the digital transformation agenda, including the private sector service providers and telecom operators, the Directorate promotes a whole-of-government and citizen-centric approach to achieve the GoK's objectives for digitalization, which centers on increasing revenue collection, sealing revenue leakages, and improving access to and quality of public service delivery.

The Directorate is now seeking the services of a qualified firm to assess and review the eCitizen platform (the "As-Is" state) and develop a blueprint for the reengineering of the platform to underpin the design of the next generation eCitizen ecosystem (the "To-Be" state.) The selected firm shall not be involved in or eligible to bid for any design and development work that may result from this consultancy. Upon endorsement of the GoK, the selected firm may be offered the opportunity to provide quality assurance services over the vendor(s) that the GoK may procure for any downstream design, development, and implementation work.

2. Objective of the assignment

Technical Assessment and Business Process Re-Engineering: The objective of this consultancy is to carry out a comprehensive assessment of the current (As-Is) eCitizen platform and to prepare a detailed blueprint for its re-engineering into a next-generation (To-Be) ecosystem. The consultants will provide independent advisory services, focusing on evaluation and recommendations. In particular, the consultancy will examine how customer experience can be improved through intuitive design and omnichannel access—covering web, mobile, USSD, WhatsApp, chatbot, and Huduma Centre integration—while simplifying citizen journeys and user interfaces. The assignment will also review the current cybersecurity posture and recommend measures to strengthen Zero Trust Architecture, SOC capabilities, and Disaster Recovery readiness. The consultants will assess compliance with the Data Protection Act (2019) and propose privacy-by-design approaches, including the conduct of Data Protection Impact Assessments. They will identify innovative options for the future platform, with emphasis on adoption of emerging technologies such as AI-driven analytics, blockchain pilots, and readiness for a Digital ID wallet. In addition, the consultancy will advise on

the design of premium services—such as passports, land, and NTSA offerings—as part of a sustainability model. Finally, the consultants will propose strategies that enhance transparency, seal revenue leakages, and ensure equitable access while strengthening citizen trust. To support adoption and long-term sustainability, they will also prepare a change management strategy and recommend training and capacity-building measures for government staff and other users who will use the eCitizen platform.

3. Scope of the consulting services and specific tasks

The firm is expected to carry out the following tasks:

3.a.1 Technical Assessment of the current eCitizen Platform: The firm will perform an evaluation based on, but not limited to, the following dimensions:

- a) Assess existing **business processes** and map citizen journeys to identify inefficiencies that limit service completion and customer delight.
- b) Evaluate applications supporting eCitizen for functionality, usability, and interoperability gaps.
- c) Assess the databases for structure, performance, and security weaknesses.
- d) Review the infrastructure, including hosting, networks, and absence of robust disaster recovery, and identify gaps.
- e) Evaluate current security posture, SOC capabilities, and Zero Trust adoption, and benchmark against ISO 27001 and ISO 27701 requirements.
- f) Review current data protection measures for compliance with the Data Protection Act (2019), including privacy dashboards and DPIAs.
- g) Examine the revenue model, noting that the platform currently relies on a convenience fee and exchequer for sustainability.
- h) Assess user-centricity, including accessibility for PWDs, usability, and navigation.
- i) Evaluate internal and external interoperability capabilities, including data exchange and payments. At present, the platform does not have a dedicated Government-to-Government (G2G) module.
- j) Document the current onboarding process, where new MDAs are integrated centrally by the Directorate of eCitizen.
- k) Capture stakeholder feedback from MDAs, vendors, citizens, and the private sector through interviews, surveys, and workshops.

3.a.2 Stakeholder Engagement

- a) Conduct workshops, interviews and stakeholder engagement with various identified key stakeholders, namely:
 - i. Government departments: Engage with various MCDAs to understand their needs and challenges.

- ii. End-users: Gather feedback from citizens, private sectors, foreigners, among other users using the eCitizen services.
- iii. Technical teams: Collaborate with business and IT staff to identify technical requirements and constraints.
- iv. Vendors: Engage with the consortium of vendors currently contracted to maintain and further develop the eCitizen platform.
- b) Conduct a user satisfaction survey to gather user feedback regarding the experience with and expectations for the provision of public services online.
- c) Engage with government MDAs to ensure alignment with strategic goals.

3.a.3 Development of Recommendations for the Design of Next Generation eCitizen Ecosystem: The consultant is expected to:

- a) Conduct a gap analysis between the As-Is and To-Be states and recommend strategies to bridge them.
- b) Develop a compliance roadmap for achieving ISO 27001 and ISO 27701 certification.
- c) Propose a self-onboarding strategy supported by automation, training, and governance guardrails.
- d) Recommend policy and governance adjustments to institutionalize sustainability, interoperability, and customer delight.
- e) Establish customer satisfaction KPIs (turnaround times, service ratings, etc).
- f) Propose mechanisms for real-time citizen feedback to guide continuous improvement.
- g) Develop a capacity-building plan to enable MDAs to self-manage onboarding and service delivery.
- h) Define a risk management and business continuity strategy covering governance, security, and operational risks.
- i) Develop change Management Strategy for training government staff and general public.
- j) Develop detailed user requirements and technical specifications for the To-Be next generation eCitizen platform.
- k) Draft downstream Terms of Reference for the design, development, and implementation phase.

3.a.4 Development of the Blueprint for Re-engineering (the “To-Be” State): The Consultant is expected to design the next-generation eCitizen ecosystem that:

- a) Provides a modular, scalable, cloud-ready architecture that ensures high performance and minimal downtime.

- b) Introduces a self-onboarding framework that empowers MDAs to independently onboard their services, supported by automated compliance checks and governance protocols.
- c) Embeds ISO 27001 and ISO 27701 certification readiness into the design, including Zero Trust, encryption and SOC enhancement.
- d) Redesigns citizen journeys to deliver seamless, end-to-end service completion that achieves customer delight.
- e) Ensures omnichannel access (web, mobile, USSD, WhatsApp, chatbot, Huduma Centres) and multilingual support (English and Swahili).
- f) Defines a diversified sustainability model beyond the convenience fee, including premium/expedited services, public-private partnerships, and ringfenced trust fund models.
- g) Establishes a robust interoperability framework covering G2G and G2B integrations, enabling standardized data exchange, real-time payments, and automated reconciliation across MDAs, telcos, banks, and third parties.
- h) Integrates innovation and analytics, including AI-driven fraud detection, blockchain pilots, forecasting, and readiness for Digital ID wallets.
- i) Proposes post-go-live support frameworks, including citizen helpdesks, Huduma Centre integration, and training for government staff.

3.b.1 Key Outputs and Deliverables:

The assignment deliverables shall be as follows:

- a) **Inception Report** – work plan, methodology, and timelines.
- b) **Technical Assessment Report** – As-is, to-be, and gaps in the existing environment.
- c) **Stakeholder Engagement Report** – findings from MCDAs, citizens, vendors, and private sector.
- d) **Solution Design Document** – To-Be blueprint including self-onboarding, ISO certification readiness, interoperability, sustainability, and customer delight.
- e) **System Specifications Document** – functional, technical, and integration requirements, including G2G/G2B interoperability standards.
- f) **Data Protection Impact Assessments (DPIAs)** – for SSO and payment gateways.
- g) **Bid Documents** – for procurement of implementation partners.
- h) **Final Report** – consolidated findings, including a Financial Sustainability Plan and Customer Delight Strategy.
- i) **Advisory Support Notes** – to guide supervision during implementation.

4. Duration and location of the assignment

The technical assessment of the eCitizen platform per the provisions outlined above is expected to be completed within three (3) months from the date of contract award. The development of the blueprint for the re-engineering of the platform per the provisions

outlined above is expected to be completed within nine (9) months cumulatively. The consultant is expected to supervise the project implementation.

All activities will be managed from Directorate of eCitizen offices in Nyayo House and ICTA offices located at Telposta towers in Nairobi.

The assessment of the firm's performance will depend on factors including, but not limited to, meeting the timelines specified in the contract, submission of accurate reports, and meeting the contractual obligations stipulated in the signed contract. The assessment process is expected to be non-discriminatory, transparent, reliable, and feasible, against which the consultant's performance will be measured.

5. Reporting requirements and timelines for submission of deliverables

At a minimum, the consultancy firm is expected to provide the following:

Table 1: Deliverables

No.	Activities	Output and Deliverables	Timelines of submission of Reports from contract commencement date	Format of presentation of Reports
1.	Inception Activities & Project Management	Inception Report	One month	Upon completion of the milestone, 2 hard copies and a soft copy in PDF format.
2.	Technical Assessment of the current eCitizen Platform, architecture, usability, business processes	Technical Assessment Report	Three Months	Upon completion of the milestone, 2 hard copies and a soft copy in PDF format.
3.	Technology Assessment of the current eCitizen Platform	Technology assessment report	Three Months	Upon completion of the milestone, 2 hard copies and a soft copy in PDF format.
4.	Stakeholder Engagement	Stakeholder Engagement Report	Four Months	Upon completion of the milestone, 2 hard copies and a soft copy in PDF format.
5.	Development of the Blueprint for the Next Generation eCitizen Platform (the "To-Be"	- To-Be Processes - Gap analysis. - Proposed Solution Design	Six Months	Upon completion of the milestone, 2 hard copies and a soft copy in PDF format.

	State)	Data Protection Impact Assessments (DPIAs)		
6.	Development of Recommendations and Procurement Documents for Re-engineering of the Next Generation eCitizen Ecosystem	- System Specifications Document (including bid documents for procuring the implementation partners) - Advisory Support Notes	Nine Months	Upon completion of the milestone, 2 hard copies and a soft copy in PDF format.
7.	Development of Final Report	Final report	Nine Months	Upon completion of the milestone, 2 hard copies and a soft copy in PDF format.

6. Payment schedule/Remuneration

The proposed payment schedules based on satisfactory performance of the contract which will be negotiated with the successful consulting firm will be as presented in Table 2 below.

- I. Technical Assessment of the current eCitizen Platform and the Development of the Blueprint for the “To Be” State:** Technical assessment is expected to be completed in three months while the development of the blueprint is expected to be completed in nine months.

Table 2: Payment Schedule

No.	Description of Tasks	Output and Deliverables	Timeline s of submission of Reports from contract commencement date	Total (USD-Millio n)	Remarks

1.	Discovery Phase and Planning	Inception report	One Month	20% of the contracted sum	In collaboration with key GoK stakeholders, the firm will define and clearly outline the objectives and scope of the assignment. They will ensure a shared understanding and consensus on the overall objective by all stakeholders while emphasizing precise articulation of the desired outcomes and eventually develop a clear project road map.
2.	Technical Assessment of the current eCitizen Platform	Technical Assessment report detailing: 1) Current State Report 2) Target Architecture & Roadmap 3) Proof of Concept Services Report 4) Status Reports	Three Months	30% of the contracted sum	Review the current AS-IS business processes. Map the current processes comprehensively by creating detailed process maps, to provide a thorough understanding of the existing eCitizen processes. The firm will identify key elements such as inputs, outputs, activities, and decision points within the current processes.
3.	Technology Assessment of the current eCitizen Platform	Technology assessment report	Three Months	30% of the contracted sum	The firm is to perform a technology assessment of the existing eCitizen ecosystem on the current system's applications, databases, infrastructure and security to determine their suitability to support the next generation eCitizen. The outcome will be to detail key eCitizen system components that may need to be retired, upgraded or refreshed
4.	Stakeholder engagement	Stakeholder engagement report	Four Months		This report should provide an overview of the key stakeholders involved in the review process, outline the methodology utilized to gather their perspectives, and present the major outcomes of the engagement. Additionally, it should highlight the potential impacts of the decisions shared during the engagement on the future state of the next-generation eCitizen platform.

5.	Development of To-Be Process	1: To-Be Processes 2: Gap analysis. 3: Proposed Solution Design	Six Months	30% of the contracted sum	A detailed report documenting the Gap analysis done To-Be processes mapped and the proposed designs
6.	Development of recommendations for re-engineering Next Generation eCitizen Ecosystem	System Specification Document	Nine Months		Validated and approved eCitizen re-engineering system report
7.	Final Report	Final report	Nine Months	20% of the contracted sum	Final project report and system documentation

7. Minimum requirements for Consultant's qualifications and experience

Bidding firms must demonstrate extensive prior experience in assessing, designing, and providing advisory services for government-wide e-service delivery platforms, ensuring alignment with international best practices for digital government transformation. The shortlisting criteria for the consulting firm will involve the following:

a) Core Business and Years in Business:

The firm must be registered/incorporated as a consulting firm with core business in the field of Systems Development, Implementation, and Business Process Re-engineering or related field for a minimum of fifteen (15) years.

b) Relevant Experience:

The firm shall demonstrate as having successfully executed and completed at least two (2) assignments of a similar nature both in scope and complexity in a similar operating environment in the last four (15) years. Details of these assignments, including client names and addresses, scope, contract value, contract duration and year/period of assignment, must be provided.

c) 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).

8. Team composition, qualification and experience requirements for the Key Experts

The consulting firm must provide a multidisciplinary team of qualified experts to carry out the assignment. The key experts shall personally carry out (with any assistance of other staff deemed appropriate) the services as described in this TOR. The team should consist of, at a minimum, the following key experts with the qualifications and experience detailed below:

Table 3: Team Composition

No.	Position	Resources	Responsibility	Qualifications and Experience
1	Team Leader and Digital Services Transformation Expert	One (1)	Provide strategic direction, oversee execution, ensure integration of innovative solutions, liaise with Citizen and ICTA, manage risks, supervise overall consultancy team, and deliver high-quality advisory outputs.	• Must have a minimum of advanced degree in a relevant field such as information management, computer science, IT, Information systems or a related discipline. • Established industry track record of not less than ten (10) years successfully managing projects in e-service delivery and digital government transformation. • Minimum of ten (10) years experience in a similar role where the value of the works designed or supervised was at least USD 1 million for each assignment. • Demonstrated experience with industry standard project management methodologies, e.g., PRINCE/PMI/Agile.
2.	Enterprise Architect	One (1)	Designs scalable and secure frameworks that integrates with other MDA systems, and leverages technologies like cloud and AI to optimize e-Service delivery for public services. Ensure compliance with GEA/GovStack, advise on	• Must have a minimum of Advanced degree in a relevant field such as information management, computer science, IT, Information systems business administration, or a related discipline. • Established industry track record of not less than ten (10) years successfully managing service-oriented architecture design and execution projects

			interoperability standards,	
3.	Business Process Designer/Architect	One (1)	Lead BPR efforts, map detailed citizen journeys, identify inefficiencies, recommend streamlined end-to-end processes, and propose optimized workflows for premium services.	• Must have a minimum of a bachelor's degree in computer science, information technology, IT, Information systems or a related field. • Must have Business Process Management (BPM) Certifications: either Certification in Certified Business Process Professional (CBPP), OMG Certified Expert in BPM (OCEB), AIIM Business Process Management Specialist (BPMS), Open Group Architecture Framework (TOGAF), or Certified Enterprise Architect (CEA) • Minimum of ten (10) years of experience in Business Process/Architecture design. • Project and Change Management Certifications either Certified ScrumMaster (CSM), Certified Scrum Product Owner (CSPO), or Project Management Professional (PMP). • Experience in Process Modeling Tools such as Business Process Model and Notation, Lean Six Sigma Green/Black Belt Certification, or ARIS
4.	Data Management Expert	One (1)	Provide advisory on data governance, enforce data residency, propose data quality frameworks, ensure security and interoperability with GIF, and recommend policies for long-term sustainability.	• Must have a minimum of Advanced degree in a relevant field such as information management, computer science, IT, Information systems, or a related discipline. • Minimum of ten (10) years of experience working on data modeling for common service-oriented architecture frameworks
5.	Information Security Expert	One (1)	Assess current security posture, recommend Zero Trust strategies,	• Must have a minimum of Advanced degree in management information systems, telecommunication engineering, computer science, IT,

			propose SOC integration improvements, advise on ISO 27001/27701 compliance, and prepare cybersecurity resilience frameworks.	Information systems or related engineering fields. • Information Security certification such as Security+, CISM, CISA, CEH, or OSCP – Offensive security Certified professional. • Deep experience in information security or a similar role, work experience of more than five (5) years in a senior management role and major project involving cybersecurity
6.	E-Services Development and Management Expert	One (1)	Oversee the design of e-Service systems, ensuring they are functional, user-friendly, and aligned with public service delivery goals.	• Must have a minimum of Advanced degree in Management Information Systems, Telecommunication Engineering, Computer Science, IT, Information systems or related engineering fields. • Minimum of ten (10) years of experience with and knowledge of emerging trends and best practices in citizen-centric e-service design and delivery and citizen engagement and awareness building mechanisms.
7	Digital Transformation Strategist	One (1)	Focuses on the broader strategic goals of the e-services platform, ensuring it supports the government's overall objectives for digital service delivery, efficiency, and citizen engagement. They understand the political, social, and economic context of national-level digital transformation. Advise on alignment with GoK digital economy goals, benchmark	• Minimum of Advanced degree in ICT, IT, Information systems , Business Administration, or related field; • Minimum of ten (10) years of experience in digital transformation at government or enterprise level; • Proven track record in strategy formulation and advisory for large-scale e-government projects; familiarity with DPI, GovStack, SOA, and emerging technologies.

			international best practices, identify innovative technologies such as AI and blockchain, and provide sustainability strategies.	
8	Policy and Regulatory Expert	One (1)	Understands the legal, regulatory, and policy landscape governing digital services, data privacy, security, and accessibility at a national level. They can identify compliance gaps and advise on necessary policy adjustments. Review existing ICT and data protection laws, assess compliance gaps, draft policy recommendations, advise on alignment with AU/EAC frameworks, and ensure recommendations meet regulatory standards.	• Must have a minimum of Advanced degree in Law, Public Policy, ICT, IT, Information systems , Business Administration or related field; • Minimum of ten (10) years' experience in ICT or data policy advisory; familiarity with Kenya's Data Protection Act and international frameworks; proven record in drafting and reviewing government policies.
9	User Experience Designer	One (1)	To design intuitive and user-friendly interfaces to improve citizen satisfaction and adoption of e-services. Conduct usability research, design intuitive interfaces,	• Must have a minimum of Bachelors Degree in Design, HCI, ICT, IT, Information systems or related field. • At least seven (7) years' experience in UX for large-scale platforms; portfolio of government or enterprise systems preferred; knowledge of WCAG and accessibility standards.

			advise on omnichannel access strategies, ensure user-centric design, and recommend iterative improvements based on feedback. Qualifications:	
10	Accessibility Expert (PWD)	One (1)	Ensures the platform is accessible to all citizens, including those with disabilities, adhering to national and international accessibility standards (e.g., WCAG). Assess platform accessibility, recommend compliance with WCAG standards, propose inclusive design features for PWDs, and advise on adoption monitoring frameworks.	• Must have a minimum of Bachelors Degree in Social Sciences, Law, ICT, or related field; • At least Seven (7) years' experience in accessibility consulting; familiarity with Web Content Accessibility Guidelines (WCAG) and the Kenyan Disability Act, 2025 , and assistive technologies; experience engaging with disability advocacy groups.

Estimated time-inputs for key experts.

To ensure timely delivery of the assignment, the outlined inputs reflect the allocated person-month commitments for all key experts

Table 4: Estimated Time Inputs for Key Experts

No.	Key and Support Staff	No.	Time-inputs (Months)
1	Team Leader and Digital Services Transformation Expert	1	9
2	Enterprise Architect	1	9

No.	Key and Support Staff	No.	Time-inputs (Months)
3	Business Process Designer/Architect	1	9
4	Data Management Expert	1	9
5	Information Security Expert	1	9
6	Digital Transformation Strategist	1	9
7	Policy and Regulatory Expert	1	9
8	User Experience Designer	1	9
9	Accessibility Expert	1	9
10	E-Services Development and Management Expert	1	9

Table 5: Estimated Time Inputs for Non - Key Experts

No.	Key and Support Staff	No.	Time-inputs (Months)
1.	Cloud Engineer	1	9
2.	Payments Expert	1	9
3.	Network Designer	1	9
4.	Documentation Officer	1	9
5.	Admin Officer	1	9

9. Management and accountability of the assignment

The Directorate of eCitizen services is the client for the consultancy services. In terms of performance and deliverables, the firm will carry out the assignment under the direction of a Project Manager nominated by the Principal Secretary - State Department for Immigration and Citizen Services. The firm shall work closely with the ICTA, Directorate of Ecitizen and the multi-agency team to ensure timely delivery of the outputs and provide quality assurance to the outputs of the firm.

10. Obligations of the Client

- a) ICTA shall designate for this scope of services a "Project Manager" from the Directorate of eCitizen Services who will serve as the liaison between GOK and the consulting firm with respect to the Services and Deliverables to be provided under this scope of services. The Project Manager will work with representatives of key agencies within the eCitizen ecosystem, namely, e Citizen Services, National Treasury and MICDE.
- b) ICTA in consultation with the Directorate of Ecitizen Services will be expected to form a multi-agency government technical team, including focal persons from select MDAs, counties and other sectors, the technical team will form the implementation core team for this assignment.
- c) Directorate of Ecitizen Services in consultation with ICTA shall have day-to-day responsibility for supervising the performance of the implementation and support services.
- d) Office Facilities – Directorate of Ecitizen Services shall provide office facilities.
- e) The Directorate of eCitizen services shall make available to the Consultant such professional and support counterpart personnel, to be nominated by the client with the Consultant's advice.
- f) The Consultant, Sub-consultants and Experts are responsible for meeting all tax liabilities arising out of the Contract.
- g) ICTA in consultation with the Directorate of Ecitizen Services will facilitate access to relevant reports, and documents, and facilitate arrangements for meetings with relevant ministries, departments and agencies and stakeholders.
- h) ICTA in consultation with Directorate of Ecitizen Services will avail all relevant documents to the consultants and will facilitate coordination with the relevant MDAs. In addition to the already provided terms of reference the client will provide any other material considered relevant during the technical and business assessment, re-engineering, quality assurance and change management processes.
- i) ICTA in consultation with Directorate of Ecitizen Services will also nominate a team of Technical and Business teams who will support the consultant to ensure the assessment, re-engineering and quality assurance are completed on time.

11. Obligations of the Consultant

- a) The firm shall be responsible for conducting all tasks and responsibilities as outlined in the work plan and ensuring that all deliverables are provided at each milestone. The consulting Firm is expected to exceed the expectations outlined herein by bringing the best and latest industry-innovative ideas and delivering the solution in the shortest time possible.
- b) The firm will be expected to cover all costs related to remuneration, transport, accommodation, insurance, and travel expenses for its Team of experts during conferences and workshops associated with the assignment.
- c) The firm shall not engage and shall cause its Experts as well as its Sub-consultants not to engage, either directly or indirectly, in any business or professional activities that would conflict with the activities assigned to them under this engagement.
- d) The firm will be responsible for the quality and timely delivery of the assignment.
- e) The firm will also exercise due care and ensure the confidentiality of Government data. Except with the prior written consent of the directorate of the eCitizen, the Consultant and the Experts shall not at any time communicate to any person or entity any confidential information acquired during the engagement, nor shall the Consultant and the Experts make public the recommendations formulated in the course of, or because of, the Services.
- f) The firm shall be responsible for the provision of all the necessary resources to carry out the services, such as international travel, project transportation for visits in counties, subsistence allowances, workshops, conference facilities, accommodation, information technology, means for communications, reporting materials, insurance, and any other required resources.
- g) Unless otherwise indicated, all reports and relevant data and information such as maps, diagrams, plans, databases, other documents and software, supporting records or material compiled or prepared by the Consultant for the Directorate of eCitizen services in the course of the Services shall be confidential and become and remain the absolute property of the Directorate of eCitizen services. The Consultant shall, not later than upon termination or expiration of this Contract, deliver all such documents to the Directorate of eCitizen services, together with a detailed inventory thereof. In certain circumstances, the Consultant may retain a copy of documents, data, and/or software but shall not use them for purposes unrelated to this Contract without prior written approval of the Directorate of eCitizen services.
- h) The firm shall perform the Services and carry out the Services with all due diligence, efficiency, and economy, in accordance with generally accepted professional standards and practices, and shall observe sound management practices and employ appropriate technology and safe and effective equipment, machinery, materials, and methods. The Consultant shall always act, in respect of any matter relating to this engagement or to the Services, as a faithful adviser to the Directorate of eCitizen services and shall always support and safeguard

the Directorate of eCitizen services' legitimate interests in any dealings with third parties

12. Code of ethics for the consultant

It is critical to emphasize that there is the need to be objective and maintain integrity throughout the process. A code of conduct/ ethics for the consultant firm will be signed by all members before undertaking the assignment. The content of code of ethics will mainly focus on adhering to the procedures, integrity and anti-corruption issues. Harsh disciplinary action/ punitive measures will be imposed against non-compliant assessment and quality control for members as well as the involved Counties.

13. Confidentiality and data ownership

The consultancy firm shall adhere to the World Bank Data Privacy and Protection regulations and all the relevant confidentiality and data ownership laws and regulations of Kenya through the consultancy period and will protect the confidentiality of participating counties and participating agencies at all stages. All data is confidential and is the property of the Directorate of e-Citizen services. No data or other information from this consulting services contract will be released to third parties without the written prior approval of the Directorate of eCitizen services. The consultant team will provide all reports and deliverables in English. All documents are proprietary to and shall be collected and stored at the Directorate of e-Citizen services for future reference. The consultant may not distribute any data collected or accessed to any entity without express written prior approval from the Client.

End of TOR