Terms of Reference: Development/Update of an ICT Policy for the Nile Basin Initiative

1. Background

The Nile Basin Initiative is a regional intergovernmental organization established in 1999 to promote sustainable development and cooperative management of the Nile Basin's water resources. The partnership comprises 10 Member States: Burundi, DR Congo, Egypt, Ethiopia, Kenya, Rwanda, South Sudan, The Sudan, Tanzania, and Uganda, with Eritrea participating as an observer.

The organization's Shared Vision Objective is "To achieve sustainable socio-economic development through equitable utilization of, and benefit from, the common Nile Basin Water resources."

The NBI Secretariat (Nile-SEC) is the executive and technical arm of the NBI and is located in Entebbe, Uganda, two other operational centres, the NELSAP-CU in Kigali, Rwanda and ENTRO in Addis Ababa serve as offices of the NBI's Subsidiary action programs.

The Nile Basin Initiative (NBI) seeks to engage a qualified consultant to develop and update its Information and Communication Technology (ICT) Policy. This initiative aims to establish a comprehensive framework that will guide the organization's technological advancement while ensuring alignment with current industry standards and NBI's strategic objectives. The project has a duration of three months with an allocated effort of 45 person-days, combining on-site and virtual consultations across NBI centres. The updated ICT Policy will address emerging technologies, cybersecurity challenges, and evolving organizational needs while promoting sustainable and efficient use of ICT resources across the Nile Basin region.

The current ICT policy, approved in 2015 by governance, requires updating to address:

   a. Emerging technological trends

   b. Enhanced cybersecurity requirements

   c. Cloud computing and digital transformation

   d. Remote work capabilities

   e. Artificial intelligence and automation

   f. Data protection and privacy regulations

2. Guiding Principles

- **NBI 10 Year Strategy**

Ensure the ICT Policy and related strategies developed are hinged on the overarching Institutional 10-year Strategy.

- **Inclusivity**

  Ensure that ICT infrastructure and services are accessible to all stakeholders

- **Transparency**

  Maintain openness and accountability in all ICT-related processes and decision-making.

- **Interoperability**

  Promote compatibility and seamless integration of ICT systems across NBI member states and partner organizations.

- **Security**

  Implement robust measures to safeguard ICT infrastructure, systems, and data from unauthorized access, manipulation, or disruption.

- **Capacity Building**

  Invest in training and skill development programs to build the ICT capacity of NBI staff and stakeholders.

3. Objectives and success Criteria

Primary Objective

To develop a comprehensive, forward-looking ICT Policy that provides a strategic framework for effective utilization of ICT resources across the NBI network while ensuring security, efficiency, and alignment with organizational goals.

Specific Objectives

- Assess current ICT infrastructure, systems, and processes

- Identify gaps in existing ICT policy and procedures

- Develop updated guidelines for emerging technologies

- Establish clear governance structures for ICT management

- Create implementation frameworks for policy adoption

- Define metrics for policy effectiveness measurement

- Design capacity building strategies for staff and stakeholders

Success Criteria

- Policy alignment with NBI's 10-year strategy

- Stakeholder acceptance and buy-in

- Practical implementation guidelines

- Clear governance structures

- Measurable outcomes and metrics

- Cost-effective solutions

- Scalability and adaptability

4. **Scope of Work**

The scope of work for the development of the ICT Policy shall include, but not be limited to, the following:

➢ Conducting a desk review of the current IT Policy, Review of ICT infrastructure, systems, and processes within the NBI.
➢ Assessing the ICT needs, challenges, and opportunities of the NBI and its member states.
➢ Reviewing relevant policies, guidelines, and best practices in ICT governance, cybersecurity, data management, and information sharing. Some of the areas to be considered are as follows

- ICT Governance
- Use of ICT Resources (acceptable & unacceptable use)
- Cyber/ICT Security
- Software Acquisition & Development, Licensing and ownership
- Hardware acquisition, management & disposal
- ICT Service Management
- ICT procurement
- Capacity building
- Social Media usage
- Artificial intelligence at the workplace
- Virtual collaboration & cloud services

➢ Engaging stakeholders within the NBI, including staff, member states, partner organizations, and external experts, to gather input and feedback on ICT requirements and priorities.
➢ Drafting a comprehensive ICT Policy document aligned with the strategic objectives and values of the NBI.
➢ Developing accompanying guidelines, procedures, and implementation plans to support the effective implementation of the ICT Policy.
➢ Conducting consultations and validation workshops to review and finalize the draft ICT Policy in collaboration with key stakeholders.

5. **Deliverables**

The consultant(s) shall deliver the following key outputs:

▪ Inception Report: detailed work plan outlining the methodology, approach, and timeline for the development of the ICT Policy.

- Stakeholder Engagement Report: Summary of stakeholder consultations, including feedback received and key recommendations.
- Draft ICT Policy Document: A comprehensive policy document addressing all relevant aspects of ICT governance, infrastructure, information management, capacity development, compliance, and ethics.
- Implementation Plan: Guidelines and action plans for the phased implementation of the ICT Policy, including roles, responsibilities, and timelines.
- Final ICT Policy Document: Revised and finalized ICT Policy document incorporating feedback from stakeholders and validation workshops.

A table of Deliverables and planned timelines is below

No	Key Deliverable		Description of Work	Level of Effort (days)	Tentative Timeline
1	Inception Report	Inception and Planning	Will include Background & context of the work, clearly outline the objectives and scope, a detailed methodology and approach for implementation. The report will include a structured work plan with timelines and milestones,	5	Week 2 after contract signing
2	Stakeholder Engagement Report	Stakeholder Engagement & Review	The consultant will make rapid stakeholder engagements with the ICT Task Team, interview several staff at each of the 3 NBI centres and selected governance members as well as selected opinion leaders/key staff from NBI countries	5	Week 6 after Contract signing
3	Draft ICT Policy Document	Policy Development	A comprehensive policy document addressing all relevant aspects of ICT governance, infrastructure, information management,	15	Week 8

			capacity development, compliance, and ethics.		
4	Implementation Plan	Implementation Planning	Guidelines and action plans for the phased implementation of the ICT Policy, including roles, responsibilities, and timelines.	10	Week 10
5	Final ICT Policy Document	Review and Finalization	1. Revised policy incorporating feedback 2. Final implementation guidelines 3. Monitoring framework 4. Training recommendations	15	Week 12

6. Timelines

The assignment is expected to be completed within three months from the date of contract signing. The consultant will be given a lumpsum contract of 45-man days to complete the assignment.

The timeline will include provision for stakeholder consultations, drafting, review, and finalization of the ICT Policy document.

The consultant will travel to the Nile-SEC, NELSAP-CU & ENTRO to carry out reviews and stakeholder engagements. He/she will also travel to the NBI region for an inception Workshop and the final workshop. Several other consultations will be carried out virtually.

A Table of Travel Requirements is below

No	Travel to (Destination)	Duration
1	Nile-SEC	3 days
2	ENTRO	2 days
3	NEL-CU	2 days
4	Inception workshop (location to be decided)	2 days
5	Final Workshop (location to be determined)	2 days

7. Qualifications and Expertise

The consultant shall possess the following qualifications and expertise:

- Masters or higher degree in Computer Science, Information Technology, Information Systems, Business Technology Management, Electrical Engineering or a related field from a recognized university

- Demonstrated experience in developing ICT policies, strategies, and guidelines for international organizations or similar entities.

- Expertise in ICT governance, cybersecurity, data management, and information sharing.

- Knowledge of water resource management, environmental sustainability, and regional cooperation issues, particularly in the context of the Nile Basin.

- Strong analytical, writing, and communication skills.

- Ability to engage effectively with diverse stakeholders and facilitate consensus-building processes.

8. Reporting

The consultant(s) or consulting firm shall report to Nile-SEC IT Officer and provide regular progress updates as specified in the work plan.

9. Evaluation Criteria

Proposals will be evaluated based on the following criteria:

- Demonstrated understanding of the assignment and the NBI's objectives.

- Methodology and approach proposed for developing the ICT Policy.

- Qualifications, expertise, and experience of the consultant(s) or consulting firm.

- Clarity, coherence, and feasibility of the proposed work plan and timeline.

- Cost-effectiveness and value for money.

10. Submission of Proposals

Interested and suitably qualified individuals are invited to visit the NBI website at www.nilebasin.org to download the full description/Terms of Reference and submit their proposals & CVs electronically addressed to the Executive Director at: wrmconsult@nilebasin.org and copied to nbisec@nilebasin.org not later than **15th January 2025**. Kindly indicate the name of the Consultancy you are applying for under the subject of your application letter.