



**REQUEST FOR EXPRESSIONS OF INTEREST
(CONSULTING SERVICES – FIRM SELECTION)**

Country: Ethiopia

Name of Project: The Building Institutions and Systems to Harness and Realize Agenda (BIASHARA) 2063 Project

Grant No: P180117

Assignment Title: Consultancy Services for ICT strategy development

Reference No. ET-AUC-451959-CS-QCBS

The African Union Commission has received financing from the World Bank toward the cost of *The Building Institutions and Systems to Harness and Realize Agenda (BIASHARA) 2063 Project* and intends to apply part of the proceeds for consulting services.

The consulting services (“the Services”) include for ICT strategy development.

The detailed Terms of Reference (TOR) for the assignment are attached to this Request for Expressions of Interest.

The African Union Commission now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The shortlisting criteria are:

- **Proven Track Record** in different ICT areas (ICT Strategy development and management, ICT operations management, Enterprise Architecture and IT Program management)
- **Demonstrated Success** in delivering at least 3 similar services with similar scope and activities, particularly at a corporate or institutional level preferably non-governmental organization with more than 1000 employees.
- **Industry Expertise:** a minimum of 10 years extensive experience and knowledge in the specific industry or sector relevant to developing IT Strategies.
- **References:** Positive references and testimonials from previous or current clients, demonstrating the firm’s reputation and reliability.

Key Experts will not be evaluated at the shortlisting stage.

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IPF Borrowers" July 2016, revised November 2020 ("Procurement Regulations"), setting forth the World Bank's policy on conflict of interest.

Consultants may associate with other firms to enhance their qualifications but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

A Consultant will be selected in accordance with the Consultants Quality and Cost-based Selection method set out in the Procurement Regulations.

Further information can be obtained at the address below during office hours *0900 to 1700 hours*.

Expressions of interest must be delivered in a written form to the address below (in person, or by mail, or by e-mail) by **18 October 2024**.

African Union Commission,
Attn: Head of Supply Chain Management Division
Building C, 3rd Floor,
P.O Box 3243, Roosevelt Street
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Tel: +251 (0) 11 551 7700 – Ext 4305
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TERMS OF REFERENCE

(CONSULTING SERVICES – FIRM)

CONSULTING SERVICES FOR ICT STRATEGY DEVELOPMENT

REF: ET-AUC-451959-CS-QCBS

I. Background

The African Union, as a unique Pan-African continental body, is tasked with spearheading Africa's rapid integration and sustainable development. This involves promoting unity, solidarity, cohesion, and cooperation among the peoples and states of Africa, as well as developing new global partnerships. The AU aims to enhance its effectiveness and efficiency continually, adapting its operations to the evolving needs of African citizens and driving the continent's integration and institutional transformation. This transformation is crucial for improving organizational capacity and systems.

In support of the AU's strategic plan and Agenda 2063—key elements for achieving the AU Vision—the African Union Commission (AUC) has received a grant from partners to strengthen its capacity and that of other AU organs. To bolster the capacity of the AUC and its organs, the Management Information System Directorate (MISD) is undertaking several initiatives to modernize its systems. These efforts are aimed at enabling the AUC to fulfill its mandate and realize its vision of "An integrated and prosperous Africa at peace with itself."

Over recent years, Information Technology (IT) has been a driving force behind the African Union Commission's transformation. Numerous IT solutions have been implemented to enhance the Commission's performance. The MIS Directorate, operating under the Deputy Chairperson's office, is responsible for providing IT solutions and services that support the AUC's strategic plans and business objectives. MISD has been consistently challenged to deliver IT solutions aligned with the Commission's current and future business needs, while managing costs and maintaining tight control over delivery.

This challenge underscores the necessity for strategic, organizational, technological, and capability alignment: specifically, the development of an IT Strategic Plan. This plan, guided by the vision of the MIS Director, will help align IT capabilities with AUC business strategies and provide an integrated framework to optimize resources, investments, and talent within the organization.

The Directorate is therefore seeking an IT strategy and transformation professional consultant firm to develop strategies and plans defining how Information Technology should support the AUC's overall business strategy over the next five years.

II. Objectives

To develop a five-year IT Strategy for the African Union Commission (AUC) and other African Union organs for the period 2025-2029. This will be achieved by crafting a comprehensive ICT strategy that outlines how ICT will support the delivery of the Commission's strategic plan, address the ongoing requirements of existing initiatives, and detail the projects necessary to achieve the Commission's future technology capabilities.

The consultant firm will assist in developing a clear and actionable rollout plan to implement the IT strategy. This ICT strategy will enable key stakeholders to integrate and align the AU’s business strategy with technological opportunities and establish a roadmap to innovate and transform the entire IT organization.

III. Scope of Work or service

1. Critically examine the current Commission agenda with the main goal of assessing the maturity level and identifying the alignment between business and ICT capabilities (including people, technology, and processes).
2. Conduct a gap analysis and develop a target-state ICT architecture that supports the required capabilities across the Commission's domains.
3. Develop a strategic ICT plan, including short-term and long-term goals with recommendations for ICT governance and management structures.
4. Define a value-driven roadmap spanning multiple phases over five years, proposing initiatives that meet the Commission’s needs and ensure the delivery of best value

IV. Deliverables

All deliverables, including reports, architecture, plans, and other artifacts, will be submitted shall be provided in both electronic and printed formats to the MIS Directorate project manager for acceptance and/or approval. The project deliverables and work products shall be as follows:

	Deliverable	Duration after contract signing
1.	Project Inception Report: This will include a detailed Project Work Plan outlining the assignment's execution. The Project Work Plan should detail the project team, timelines, proposed approach and methodology, and a list of key stakeholders. The terms of reference may be refined through mutual discussions during the inception report stage to better achieve the desired outcomes.	1 Month
2.	Revised Report: This report will present findings from the discovery review of each identified activity area. It will include reports generated from the desk review of previous ICT strategies (from 2010 onwards), interviews, site visits, and various assessments. It will also review organizational processes and decision-making structures to recommend changes for improved effectiveness.	2 Months
3.	Gap Analysis and Improvement Plan: This deliverable will provide a clear analysis of the gaps between the current state and the desired future state. It will outline the strategic steps needed to bridge these gaps and achieve the Union's goals.	3 Months
4.	Terms of Reference and Roadmap: This will include comprehensive terms of reference for each area of intervention needed to achieve the desired state. It will also provide a roadmap detailing a phased approach, estimated timelines for completing each intervention, and an estimated budget and required expertise for each area of intervention.	

5.	Final Report: The final report will include a project closure summary and all related resources, such as review documents, data from interviews, and other relevant materials. The final report will be presented during a project closure workshop to summarize the overall achievements and consult on the way forward. Periodic reports, and final outputs (i.e., reports, drawings, etc.) that will be required of the consultant. Please include any report format or number of copies and list of receivers in a tabular form with expected timeline.	4 Months
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V. Consultant’s Qualifications and Experience Requirements

The organization will review and assess the corporate-level qualifications of the consulting firms bidding, based on the criteria and capabilities necessary to be deemed competent and reliable for delivering high-level services or products, particularly for strategic projects such as the IT strategy. The following key qualifications will be required for the firm:

- 1. Organizational Experience:**
 - Proven Track Record:** Demonstrated in different ICT areas (ICT Strategy development and management, ICT operations management, Enterprise Architecture and IT Program management)
 - Demonstrated** success in managing and delivering at least 3 similar projects or services with similar scope and activities, particularly at a corporate or institutional level preferably non-governmental organization with more than 1000 employees.
 - Industry Expertise:** Extensive experience and knowledge in the specific industry or sector relevant to developing IT Strategies with a minimum of 10 years.
- 2. Technical and Professional Capabilities:**
 - Qualified Personnel:** A team of skilled professionals with relevant expertise, including advanced degrees, certifications, and practical experience.
 - Technical Resources:** Access to the latest technology, tools, and methodologies required to execute projects effectively.
- 3. Financial Stability:**
 - Financial Health:** Strong financial standing with evidence of profitability, financial management practices, and the ability to sustain operations and project delivery over time.
 - Insurance and Liability Coverage:** Adequate insurance coverage, including professional liability insurance, to protect against potential risks.
- 4. Quality Assurance:**
 - Certifications:** Relevant industry certifications such as ISO 9001 for quality management systems or other standards that demonstrate commitment to quality.
 - Processes and Methodologies:** Established processes and methodologies for project management, quality control, and continuous improvement.
- 5. Compliance and Risk Management:**
 - Regulatory Compliance:** Adherence to relevant laws, regulations, and standards within the industry.
 - Risk Management Practices:** Well-defined risk management procedures to identify, assess, and mitigate potential risks associated with projects.
- 6. Client References and testimonials:**
 - References:** Positive references and testimonials from previous or current clients, demonstrating the firm’s reputation and reliability.

Case Studies: Detailed case studies showcasing successful project delivery and outcomes.

8. Organizational Structure:

Effective Management: An effective organizational structure with clear roles and responsibilities, ensuring efficient project management and execution.

Support Systems: Robust support systems for administrative, logistical, and operational functions.

9. Project Management Expertise:

Project Management Certifications: Certifications such as PMP (Project Management Professional) or similar credentials that validate expertise in project management.

Track Record of Delivery: Proven ability to deliver projects on time, within budget, and to the required quality standards.

10. Communication and Collaboration:

Stakeholder Engagement: Skills in engaging and managing relationships with various stakeholders, including clients, vendors, and team members.

Reporting and Documentation: Ability to provide clear and comprehensive reports and documentation throughout the project lifecycle.

The Bidder shall provide detailed information on the structure and composition of the team, including a list of advisors, the on-site team, and relevant technical and administrative support staff, along with their roles and deployment across various project phases.

VI. Consultant's Team Composition

It is expected that the core team of key experts and the desired number of suitable Consultant(s) shall be available on-site as needed during the entire duration of the project. This core team will be duly supported by off-site teams of senior Consultant(s), subject matter and/or domain experts, etc. An indicative profile of such Consultant(s) is given below

The Consultant(s) shall provide the consultancy of the following staff (consisted of key experts and other experts) and expertise (but not limited to):

1. Project Manager

The Project Manager will have the following qualifications and certification: -

- Master's degree in information systems, Computing, Management, Business Management or another relevant field 10 Years of project management experience
- Experience managing large (1000 + employees) project implementation contracts in both private and public sector.
- Experience in IT project management in alignment with the Project Management Body of Knowledge (PMBOK) from inception to closure.
- Experience in Information Systems security, architecture and business continuity.
- Project Management Professional with relevant project management certification – PRINCEII/PMP is preferable
- In-depth experience in using a range of research and consulting methodologies in techniques and practices.
- Extensive experience in taking the lead on projects, developing business strategies, continuous improvement of products and services, providing coaching, and mentoring of others across the team.

- Masters or Advanced degree in IT, Business IT or Technology related field
- 10 - 15 years of experience delivering technology and digital strategy and consulting projects
- Experience working with a non-governmental organisation with more than 1000 employees
- Project management expertise with evidence of previous projects managed or certification.
- Mandatory minimum of 10 years in the provision of ICT Architecture, ICT Governance ICT Strategy development and management, ICT operations management, and IT Program management for large organisations - more than 1000 employees

2. Senior Expert (Governance, Operations, Architecture and Program Management)

The senior Expert will have the following qualifications and certification:

- Bachelor's degree in computer science, IT, Business IT or Technology related field
- 5 years of experience delivering technology and digital strategy and consulting projects
- Experience working with a non-governmental organisation with more than 1000 employees
- 5 years in the provision of ICT Architecture, ICT Governance, ICT Strategy development and management, ICT operations management, and IT Program management for large organisations - more than 1000 employees
- 5 years' experience in ICT governance standards, e.g. Cobit and ITIL and / or
- 5 years' experience in architecture standards, e.g. TOGAF and / or
- 5 years' experience in cybersecurity and IT risk standards e.g. ISO27001, Zero Trust and NIST /or
- certification; either ITIL, COBIT, TOGAF and/or technical certifications from Globally recognized OEMs.

3. Junior Expert (Governance, Operations, Architecture and Program Management)

- Bachelor's degree in computer science, IT, Business IT or Technology related field
- 5 years of experience delivering technology and digital strategy and consulting projects
- 3 years in the provision of ICT Architecture, ICT Governance, ICT Strategy development and management, ICT operations management, and IT Program management for large organisations - more than 1000 employees
- 3 years' experience in ICT governance standards, e.g. Cobit and ITIL and / or
- 3 years' experience in architecture standards, e.g. TOGAF and / or
- 3 years' experience in cybersecurity and IT risk standards e.g. ISO27001, Zero Trust and NIST /or
- certification; either ITIL, COBIT, TOGAF and/or technical certifications from Globally recognized OEMs.

VII. Duration

The estimated duration of this assignment is 4 Months from the contract signing date.

VIII. Data, Services, and facilities to be provided by the Client:

The organization will provide all relevant existing documents to facilitate the consulting firm's work and will also offer office space for the consulting team.

IX. Client's Management Arrangement:

Consultant will report to the Director MISD. The consultant firm reviews of progress will be done at each stage of the progress (from Inception, milestones stages to the final reports).