

# **Information and Communication Technology Agency of Sri Lanka (ICTA)**

## **Terms of Reference (ToR)**

### **Preparation of a Corporate Plan and Business Plan for ICTA ICTA/GOSL/CON/OC/CQS/2016/02**

#### **1. Background**

Information and Communication Technology Agency (ICTA) of Sri Lanka, is the government apex institution responsible for formulating and implementing policies and strategies and also provide required assistance to the Cabinet of Ministers on ICT based development interventions. With an aim of achieving the government vision of 'A Digitally Inclusive Sri Lanka', ICTA is in the process of implementing a comprehensive National Digital Strategy, a countrywide ICT development initiative.

The focus areas of the digital strategy includes (i) developing the country wide digital infrastructure, (ii) delivering more transparent, efficient and real time government services at all levels while maintaining the highest levels of security and trust, (iii) creating an enabling legal and policy environment for the knowledge economy, (iv) developing specialized ICT skills and broad ICT literacy at all levels of education, (v) promoting ICT as tool for social development, and (vi) creating jobs through a dynamic and competitive ICT industry.

ICTA has been established under the Company Act and vested with statutory authority under the ICT Act No. 27 of 2003. In 2008, the ICT Act was amended to implement ICT policies and strategies for country's economic development. ICTA was originally tasked with implementation of the 'e-Sri Lanka Development Project (2003 - 2013) funded by several development partners, including the World Bank. ICTA is a permanent establishment and currently functioning under the Ministry of Telecommunication and Digital Infrastructure, and supported by the Inter Ministerial Committee.

#### **2. Aim and Objectives of the Assignment**

The aim of the assignment is to obtain a consultancy service for developing a Corporate and a Business Plan for ICTA for the period of 2017-20.

Primary objectives this assignment are,

- a) To develop the vision, mission and objectives.
- b) To identify the current resources available to the enterprise.
- c) To develop an Organization Structure,
- d) To conduct an analysis of the strengths and weaknesses of the organization and the external threats and opportunities (SWOT).
- e) To develop strategic plan for the period under review.
- f) To develop an action plan clearly identifying the responsibilities, goals and targets to be achieved during the Plan period.
- g) To develop a comprehensive business plan ensuring the sustainability of the organization by focusing the development on revenue generating model.

- h) To develop performance indicators to measure the progress of achieving expected results of the organization.

### 3. Scope of Work and Tasks to be carried out

The scope of work for the Consultant shall include but not limited to:

- a) Review the existing vision, mission and key strategies of ICTA mandate.
- b) Develop a Corporate Plan for ICTA (it shall include but not limited to *Vision, Mission, Values, Objectives and Program Strategies, Financial Management and Reporting system, Governance and Organizational structures, Risk Mitigation, Resource Mobilization Plan, Results Framework, M&E Framework, Action Plan etc*).
- c) Develop a comprehensive business plan for ICTA. It shall include an appropriate business/revenue model that would enable ICTA to charge and generate income to sustain.
- d) Review the organizational history and key milestones in order to gather required knowledge in developing the business plan and corporate plan.
- e) Identify stakeholders, and conduct a comprehensive stakeholder analysis.
- f) Undertake a situational analysis of ICTA’s program operations.
- g) Through a consultative process identify focus areas including the thrust areas, long term goals, strategic objectives, key result, and KPIs for the institute.
- h) Conduct interviews and consultations with ICTA Chairperson, Chief Executive Officer, Managing Director and the Board Members, Senior Management, and other relevant stakeholders to develop the business and corporate plan.
- i) Review the institutional capacity including organizational set-up, financial and administrative systems against ICTA mandate and the identified strategic goals, objectives and make recommendations.
- j) Develop a resources mobilization framework for the planned period.
- k) Expand the available Action Plan in order to identify the responsibilities of Managers with goals and targets to be achieved during the Plan period.
- l) Conduct stakeholder meeting(s) to validate the Corporate Plan.

### 4. Deliverables and Timeframe

Phase / main reports	Deadline	Payment Schedule
Inception Report	<b>Contract date + Week 2</b>	<b>10%</b>
Draft Corporate Plan	<b>Contract date + Week 6</b>	<b>15%</b>
Draft Business Plan	<b>Contract date + Week 8</b>	<b>15%</b>
Final Corporate Plan	<b>Contract date + Week 10</b>	<b>35%</b>
Final Business Plan	<b>Contract date + Week 12</b>	<b>25%</b>

This assignment is expected to be carried out within a period of **12 weeks**.

Note: All deliverables shall be submitted in 2 copies; in hardcopy and softcopy in editable form. The final corporate and business plans should be available in publishable quality.

## **5. Inputs from the Client**

ICTA shall,

- Provide all the relevant documents/information (Action Plan, Progress Reports, Annual Report, etc.) to the consultant.
- Provide letters of introduction for conducting interviews with stakeholders.
- Support to arrange meetings with stakeholders

Note: The Consultant will report to the ICTA Managing Director/Chief Executive Officer through Head of Monitoring and Evaluation.