

Terms of Reference (ToR) for Management Consultancy Services for GovTech Sri Lanka (Pvt) Ltd.

1. Introduction and Background

Following Cabinet approval for the establishment of GovTech Sri Lanka (Pvt) Ltd, a transformative initiative aimed at enhancing government service delivery, streamlining administrative processes, and building digital public infrastructure to support the national digital economy, immediate action is required to operationalize the entity. As GovTech Sri Lanka is currently in the process of formation, there is an urgent need to define and implement its operational framework. This includes establishing core processes, staffing and resourcing structures, and key administrative and financial systems to enable the entity to commence operations effectively and without delay.

2. Objective of the Consultancy

The primary objective of this consultancy is to engage a qualified Management Consultancy Firm to design, establish and fast track the setting up of processes, resourcing, and administrative functions (including finance) for GovTech Sri Lanka (Pvt) Ltd. This will enable GovTech to become operational quickly, efficiently, and ready to handover in 6 months.

3. Scope of Work

The selected consultancy firm will be required to undertake the following tasks:

- 3.1 Define a future-proof organizational structure for GovTech that aligns with government requirements and is developed in consultation with the Board of Directors.
- 3.2 Design complete cadre requirements, including job descriptions, required skill sets, and internationally competitive salary scales.
- 3.3 Develop detailed Terms of Reference (ToR) for all key positions across the organization.
- 3.4 Define the delegation of authority framework in accordance with the Articles of Association and best practices in public sector governance.
- 3.5 Develop a comprehensive operational manual outlining the principles, standards, and procedures for effective functioning of GovTech.
- 3.6 Design and document Standard Operating Procedures (SOPs) for all key functions including:
 - Legal and Compliance
 - Finance and Accounting
 - Procurement
 - Internal Audit and Risk Management
 - Communication and Stakeholder Engagement
 - Human Resources
 - Information Technology Operations

- Data Governance
 - Cybersecurity
- 3.7 Define robust organizational policies and internal control procedures aligned with regulatory and institutional standards.
 - 3.8 Analyze anticipated operational needs based on GovTech’s strategic mandate, and identify opportunities for process optimization and automation.
 - 3.9 Develop frameworks and key performance indicators (KPIs) for monitoring and evaluating the effectiveness of operational processes and SOPs.
 - 3.10 Recommend sophisticated systems, software, tools, and platforms to support modern, efficient, and scalable operations.
 - 3.11 Lead the selection and support the implementation of an integrated Enterprise Resource Planning (ERP) solution, including development of an implementation roadmap.
 - 3.12 Design a high-performing project management unit with world-class capabilities to drive GovTech’s projects and service delivery.
 - 3.13 Develop a comprehensive human resource plan including an organizational structure, clear role definitions, responsibilities, and necessary competencies.
 - 3.14 Advise on and support the implementation of effective talent acquisition strategies, including recruitment, onboarding, and retention planning.
 - 3.15 Design a strategic capacity building plan to foster skill development and institutional learning.
 - 3.16 Recommend and help implement performance management frameworks, including tools and methodologies to assess staff performance and drive accountability.
 - 3.17 Establish robust financial management systems including budgeting processes, accounting frameworks, and internal financial controls.
 - 3.18 Develop clear, compliant procurement policies and procedures aligned with national regulations and international best practices.
 - 3.19 Design and implement systems for asset management and comprehensive record-keeping, ensuring traceability and audit readiness.
 - 3.20 Advise on the establishment of all other necessary administrative support functions, including office management, logistics, and physical infrastructure setup.
 - 3.21 Develop overarching strategic frameworks and plans for:
 - Stakeholder Engagement
 - Change Management
 - Risk Management
 - Branding and Communication
 - Technology Architecture
 - 3.22 Define the desired organizational culture and develop a cultivation plan, including leadership engagement and institutional value-building mechanisms.
 - 3.23 Design an Innovation Framework to promote research and development, internal ideation, and continuous improvement.

- 3.24 Establish principles and operational mechanisms for Citizen/Customer-Centricity, incorporating inclusive service design and feedback systems.
- 3.25 Incorporate strategies for Sustainability and Scalability into the institutional design, systems, and operational models to ensure long-term relevance and impact.
- 3.26 Develop a comprehensive ICT Strategy, including robust cybersecurity measures and digital infrastructure planning.
- 3.27 Establish a Knowledge Management Framework to promote institutional learning, documentation, and sharing of best practices.
- 3.28 Provide a detailed transition plan and deliver advisory and operational support for six (6) months post-establishment, ensuring effective implementation of the designed systems, processes, and strategies.
- 3.29 Support the implementation of all strategic frameworks and systems recommended, providing hands-on advisory and operational assistance during the establishment phase.

4. Expected Deliverables

The consultancy firm is expected to deliver the following:

- 4.1. Defined future-proof organizational structure.
- 4.2. Complete cadre requirements including job descriptions, skill sets, and salary scales.
- 4.3. Detailed Terms of Reference (ToR) for all key positions.
- 4.4. Defined delegation of authority framework.
- 4.5. Comprehensive operational manual.
- 4.6. Documented Standard Operating Procedures (SOPs) for Legal and Compliance, Finance and Accounting, Procurement, Internal Audit and Risk Management, Communication and Stakeholder Engagement, Human Resources, Information Technology Operations, Data Governance, and Cybersecurity.
- 4.7. Defined robust organizational policies and internal control procedures.
- 4.8. Analysis of anticipated operational needs with identified opportunities for process optimization and automation.
- 4.9. Frameworks and Key Performance Indicators (KPIs) for monitoring and evaluating operational effectiveness.
- 4.10. Recommendations for sophisticated systems, software, tools, and platforms.
- 4.11. Lead the selection and oversee the implementation of an integrated Enterprise Resource Planning (ERP) solution, including development of an implementation plan.
- 4.12. Design for a high-performing, world-class project management unit.
- 4.13. Comprehensive human resource plan including detailed organizational structure, roles, responsibilities, and required skill sets.
- 4.14. Talent acquisition strategy, including recruitment and onboarding processes, with advisory and hands-on support for implementation.
- 4.15. Strategic capacity building plan.

- 4.16. Recommended performance management frameworks with advisory and operational support for implementation.
- 4.17. Established robust financial management systems including budgeting, accounting procedures, and internal controls.
- 4.18. Defined procurement policies and procedures.
- 4.19. Designed and implemented systems for asset management and comprehensive record-keeping.
- 4.20. Recommendations for all other necessary administrative support functions.
- 4.21. Stakeholder Engagement Strategy.
- 4.22. Change Management Strategy.
- 4.23. Risk Management Framework.
- 4.24. Branding and Communication Strategy.
- 4.25. Definition of the desired organizational culture and a cultivation plan.
- 4.26. Designed Innovation Framework.
- 4.27. Established principles and mechanisms for Citizen/Customer-Centricity.
- 4.28. Incorporated considerations for the Sustainability and Scalability of GovTech's operations and impact.
- 4.29. Comprehensive ICT strategy including robust Cybersecurity Strategy.
- 4.30. Established Knowledge Management framework.
- 4.31. Transition plan, advisory and operational support for a period of six (6) months post-establishment ensuring effective operationalization and initial sustainability, including guidance on system, process, and strategy implementation.

5. Required Expertise and Experience of the Consultancy Firm

The ideal consultancy firm should possess the following expertise and experience:

- 5.1. Minimum 10 years of proven experience in management consultancy, with at least One (01) assignment of similar scale involving, Establishment, Interim Management or transformation of organizations with minimum of 100+ employees.
- 5.2. Proven global track record with demonstrated experience in foreign jurisdictions, particularly in establishing, restructuring, or transforming public institutions, special purpose State-Owned Enterprises (SOEs).
- 5.3. Demonstrated expertise in organizational structuring, development of operational manuals, Standard Operating Procedures (SOPs), and policy frameworks across administrative, human resource, and financial management functions.
- 5.4. Ability to field a multidisciplinary team with expertise in, Public sector governance and institutional design, Finance and corporate administration, Digital transformation / Enterprise Resource Planning readiness, Change management and organizational development

5.5. Ability to design and implement strategic frameworks covering stakeholder engagement, technology adoption, change and risk management, and institutional branding, with a strong record of collaboration with government stakeholders.

5.6. Financial Capacity with Evidence of financial stability to undertake a 6-month operational engagement. Firms must have an average annual turnover of LKR 150 million (or equivalent) over the last three years.

6. Duration of the Consultancy

The estimated duration of the consultancy is six (06) months. A detailed timeline will be agreed upon during the inception phase.

7. Reporting Requirements

The consultancy firm will report to the Board of Directors. Regular progress meetings will be held to discuss progress and address any issues.

8. Proposal Submission Requirements

Interested consultancy firms are invited to submit a proposal that includes:

- 8.1. An understanding of the ToR and the proposed approach and methodology.
- 8.2. Detailed profiles of the firm and key personnel, highlighting relevant experience.
- 8.3. A proposed work plan and timeline.
- 8.4. A financial proposal outlining the consultancy fees.
- 8.5. References from previous clients.
- 8.6. Declaration of Availability and No Conflict of Interest

9. Evaluation Criteria

Proposals will be evaluated based on the following criteria:

- 9.1. Firm's experience and track record.
- 9.2. Expertise and qualifications of the proposed team.
- 9.3. Proposed methodology and approach.
- 9.4. Work plan and timeline.
- 9.5. Financial proposal (value for money).
- 9.6. Understanding of the Sri Lankan context (desirable).
- 9.7. Innovative approaches Mentioned

10. Confidentiality

All information shared with the consultancy firm will be treated as confidential.