Terms of Reference
for

Obtaining a consultant to develop a Governance Model, Policies and Procedures for LGN 2.0

ICTA/SG2/GOSL/CON/IC/2017/002

1. Introduction

The 'Lanka Government Network (LGN 2.0) is a high available, secure and reliable information infrastructure backbone that aims to connect all Government organizations in a cost-effective and secured manner. It will also provide high speed Wide Area Network (WAN) connectivity with wireless network infrastructure established at each government organization and connected to the Lanka Government Cloud (LGC). This will be the secure government network of Sri Lanka which is aimed at facilitating many cross government services and applications such as centralized email facility, G2G IP based voice facility, video communication facility, and digital document delivery, trusted and secure connectivity access for government organizations to exchange data and offer online services to citizens etc.

ICTA has obtained approval from the Cabinet of Ministers' for designing and implementing the LGN 2.0 network. Accordingly, ICTA has designed the architecture of the proposed LGN 2.0 to be centralized high speed internet infrastructure where the bandwidth of last mile connectivity shall be up to 100 Mbps. Other essential components such as governing and maintaining network operations to assure secure, efficient service, will also be in place to ensure efficient operations.

With the approval obtained by the Cabinet of Ministers to direct contract Sri Lanka Telecom (SLT), the procurement process to engage SLT as the LGN 2.0 implementing partner has been concluded by the Cabinet Appointed Negotiation Committee (CANC).

2. Background

In view of the above, it is important for ICTA to :
- Clearly identify the applicable risks in achieving the main objective of LGN 2.0, which aligns with achieving strategic vision of ICTA initiatives;
- Define an overall governance model that minimizes the impact and probability of identified risks and maintain those risks under a tolerable state;
- Formulate policies, operating procedures and guidelines to assure the security of the network to align with industry best practices, it's efficient and smooth operation to provide high availability, effective maintenance and user management to provide high user satisfaction and experience.

In order to achieve this, ICTA needs to invest on a consultant to analyze the depth and breadth of the operations of LGN network, consider applicable risks and design policies, procedures and guidelines to govern and maintain the network operations.

3. Objective of the Assignment

To obtain services from an external individual consultant for a maximum of 100 person days, over a period of 6 months, to formulate overall governance model for LGN that defines policies, procedures and guidelines to govern and maintain the network operations, securely and effectively.

4. Scope of Services, Tasks (Components) to be carried out

4.1 Obtain a clear view on strategic direction of ICTA digital infrastructure and business value from ICT enabled initiatives.

4.2 Understand alignment of LGN2.0 solution with such strategies, how to achieve strategic goals and realise business benefits through effective and innovative use of network and utilize that knowledge in designing the governance model.

4.3 Obtain a broad understanding over the LGN2.0 project, it's objectives, outputs and outcomes.

4.4 Liaising directly with key stakeholders of the projects to understand level of expectations, accurately.

4.5 Consider the LGN2.0 related interests of internal and external stakeholders and understand the risk factors in achieving stakeholder interests.

4.6 Identify and agree a list of policies, operating procedures and guidelines as per stakeholder requirements to create value for stakeholders by maintaining a balance between the realisation of benefits, minimization of risks and optimization of resources.

Some of such policies would be (but not limited to) :

a. Overall governance framework for LGN2.0 maintenance;

b. Email and internet usage policy;

c. Access management and password policy;

d. Backup management;

e. End user security;

f. Incident management policy; and

g. Business continuity and disaster recovery

4.7 Consultant is required to prioritize identified documents as per stakeholder need. At the assignment of each such identified set of documents, consultant need to agree timelines for each document with stakeholders and ICTA team, before commencing the work.

4.8 Comply with relevant laws, regulations, contractual agreements and policies in conducting work.

4.9 Discuss formulated artefacts with stakeholders, familiarize them and get their suggestions and improve / enhance the documents for optimum benefits.

4.10 Ensure accuracy, quality and high level attention to detail when completing all tasks.

4.11 To be aligned with the agreed timelines.

4.12 Conduct presentations on progress to stakeholders, as and when required.

4.13 Submit weekly status updates to ICTA project team.

4.14 Sign a non-disclosure agreement (NDA) and maintain confidentiality of critical information, where applicable.

4.15 Adhere to ICTA project management practices.

5. Qualification Requirements for the consultant (and any other requirements which will be used for evaluating the consultant)

a) A local consultant with a Bachelor's degree in information technology, computer science or possess an equivalent qualification.

b) MBA or MSc. In a related field would be an added advantage.

c) Minimum of 1 professional certifications related to Information security and IT Governance such as CISM, CISSP, CRISC and CGEIT.

   (Note: Having CGEIT and having more than 1 certification will be added advantage)

d) Professional memberships in related bodies.

e) Having over 8 years of consultancy experience in IT Governance, Risk and Compliance.

f) At least 4 years of hands on consultancy experience in implementing information security management system, based on ISO/IEC 27001, COBIT etc.

g) Having handled a minimum of 5 consultancy assignments / projects related to IT Governance and Information Security.

h) Any other related experience in consulting medium to large scale projects, business in public or reputed private organizations such as hands on experience on Network Infrastructure and Cloud Solutions will be added advantage.

i) Experience in facilitating and conducting of information security and governance related workshops, awareness and trainings.

j) Have attention to detail and make constructive suggestions. Capability of prioritize work and manage multiple tasks.

k) Excellent team player and a diplomatic communicator with solid interpersonal and communication skills

l) An excellent standard of written and spoken in both Sinhala and English.

m) Capability of conducting effective presentations to stakeholders and convince and negotiate with them where necessary.

n) Excellent analytical and logical thinking.

6. Deliverable timeline

The total duration for the assignment is maximum of 100 person days, over a duration of 6 months. The individual consultant will have to identify the needed governance documents and agree on timelines for each, with the ICTA project team.

Successful acceptance of the following are the deliverables :

Deliverables	Payment Method
1. Agreed set of policies, procedures and guidelines, under each assignment 2. Time sheets for each assignment	Hourly rate as agreed in the contract

7. Services and Facilities Provided by ICTA

7.1. Provide relevant documents applicable to LGN2.0 and it's operations.
7.2. Design documents and operation related technical documents of respective services.
7.3. Available governance related artefacts that have been drafted already.
7.4. Arrange meeting with project team and stakeholders.

8. Review Committees and Review Procedures

All deliverables will be reviewed by the team appointed by ICTA.