# Scope of Services
## *for*
### Procurement of a Consultant Firm for Managing the
### Sri Lanka Unique Digital Identity Implementation Project

1. **Introduction**

   1.1. The National Policy Framework (NPF) Vistas of Prosperity and Splendour is aimed at achieving a fourfold outcome of a productive citizenry, a contented family, a disciplined and just society and a prosperous nation. A Technology Based Society (Smart Nation) is one of the 10 key goals of the NPF. In that, setting up a Citizen Centric Digital Government and digitally empowered economy have been identified as a strategy to achieve the government vision.

   1.2. Governments worldwide are adopting the strategy of having a Unique Digital Identity (UDI) Framework and Architecture to empower citizens within a Digital Economy and Society. It is envisioned that it could enable dramatic leaps in service quality and massive efficiency gains for governments, as well as drive financial and social inclusion to a maximum extent by providing citizens access to citizen services and benefits of healthcare, education, and other government programs.

   1.3. In view of the above, the Sri Lankan Government has also given priority for a national level program for the establishment of a Unique Digital Identity Framework for Sri Lanka (SL-UDI). Therefore, the SL-UDI Framework has been defined as a foundational component with the overall Digital Government Architecture for Sri Lanka as defined by the ICTA.

   1.4. ICTA is the apex ICT institution of the Government. In terms of the Information and Communication Technology Act No. 27 of 2003, (ICT Act) ICTA has been mandated to take all necessary measures to implement the Government's Policy and Action Plan in relation to ICT. In terms of Section 6 of the ICT Act, ICTA is required to assist the Cabinet of Ministers in the formulation of the National Policy on ICT and provide all information necessary for its formulation

   1.5. Sri Lanka has a strong lineage in the (physical) registration and issuance of Identity Documents (including National Identity Cards). Further, the Department for Registration of Persons (DRP) has been vested with powers by the Registration of Persons Act No. 32 of 1968 to secure the identity of persons by ensuring timely registration of citizens of Sri Lanka. Therefore, the SL-UDI framework is being established in close collaboration the DRP as the key stakeholder of the project.

1.6. By now, ICTA as the implementation / execution agency of the SL-UDI project is in the process of carrying out detailed planning related to possible regulatory changes, process re-engineering, and solution implementation. Considering the SL-UDI framework is a vital element in delivering the National Policy Framework of the Government, ICTA intends to expedite the implementation of the SL-UDI through an accelerated time period.

1.7. ICTA is currently exploring the feasibility of leveraging on a Modular Open Source Identity Platform (MOSIP) with the expectation that the foundational ID solution for SL-UDI be implemented leveraging the MOSIP platform.

1.8. DRP intends to carry out the circa 16.5 million citizen registration, through circa 1,600 enrolment centers, within 1 to 2-year time period.

2. **Objective of the Assignment**

ICTA intends to initiate the procurement to obtain services of a Consultant Firm (Consultant) to assist ICTA manage the SL-UDI implementation. The Consultant is required to work closely with ICTA in order to ensure successful implementation of the Foundational ID solution envisioned by the SL-UDI.
The Consultant will be required to provide following services;
   a) Develop the SL-UDI Programme Strategy and roadmap in line with the SL-UDI requirements
   b) Review the major procurements associated with the SL-UDI project and recommend improvements.
   c) Coordinate with suppliers (i.e.: SI) on behalf of ICTA when required concerning project management and implementation.
   d) Responsible for successful implementation of the SL-UDI along with ICTA.
   e) Develop the SL-UDI Project and Operational Governance Frameworks.
   f) Carry out a risk assessment and provide mitigation strategies
   g) The development of the business model of the SLUDI ecosystem
   h) Drafting of contract/agreements for SLUDI project

The Total duration of the assignment is 12-months.

3. **Scope of Work**

3.1 The Consultant should review and understand the strategic objectives intended to be achieved through the SL-UDI Framework for the Government of Sri Lanka (GoSL).

3.2 The Consultant should review and understand the objectives and the overall implementation strategy (Programme Strategy) of the SL-UDI framework currently finalized by ICTA. From there onwards, the Consultant should further develop the SL-UDI Programme Strategy in line with the SL-UDI requirements and finalize it in consultation with ICTA. The Programme Strategy and roadmap includes, among others the following key components;

3.2.1  Objectives & core principles
3.2.2  Long-term strategic objectives
3.2.3  Technology and architecture
3.2.4  Digital identity framework development
3.2.5  Critical success factors and conflicting principles
3.2.6  Sustainability model
3.2.7  Governance model
3.2.8  Approach for adoption
3.2.9  Action items/plans

3.3 The Consultant should access the tender documents including among others Scope of Services, Technical specifications, compliance clauses, Acceptance criteria, Evaluation criteria, of other key procurements and advice ICTA where there is need for improvements, enabling ICTA improve the tender documents. The other key procurement includes, among others the following;

3.3.1  Procurement of a Systems Integrator (SI) responsible for implementing and maintaining the Foundational ID platform for SL-UDI, leveraging MOSIP.
3.3.2  Procurement of service providers to establish and operationalize the Primary and Secondary Systems Infrastructure for SL-UDI.
3.3.3  Procurement of Biometric devices for enrolment and authentication
3.3.4  Procurement of Automated Biometric Identification System (ABIS) solution and Biometric SDK.

3.4 The consultant should bring-in deep understanding of the following among others, when accessing the technical specifications. This is to ensure SL-UDI is implemented considering the latest advancements in technology.

3.4.1 The full Digital Identity life-cycle including Pre-Registration, Registration, Identity and Credential Issuance, Authentication, Authorization, Post-Registration and Digital Signatures.

3.4.2 Use of biometric modalities for digital Identification and authentication, de-duplication and related industry standards.

3.4.3 Digital identify policies, modern security and data privacy best practices and Key Controls.

3.5 The Consultant should assess the tender documents including among others, Scope of Services, compliance clauses, acceptance criteria, evaluation criteria of third-party auditors to undertake audits of SL-UDI related systems, network and security.

3.6 Facilitate and guide procurement process to select suppliers associated with each procurement.

3.7 The consultant should provide an integrated view of significant tasks, activities, deliverables, and the linkages between the different projects that are part of the overall initiative, together with the proposed completion dates, the progress indicators, and other information to be determined.

3.8 The consultant should assist the ICTA Project management team in effectively managing the SL-UDI implementation, including maintaining key project artifacts while ensuring compliance with deadlines by all entities while implementing project objectives. Further, the consultant should ensure the use of standard project management tools.

3.9 The Consultant should facilitate for gathering required information in relation to measuring targets identified in the road map indicated in 3.2.

3.10 The consultant should help re-engineer and standardize the existing ID processes to improve the efficacy and effectiveness and get acceptance from ICTA. Further the consultant must define and develop innovative strategies that will define how identity-based services and other value-added services can be offered to the public.

3.11 The consultant should propose technology in a collaborative approach with ICTA to enable growth and diversity for the next five years in an innovative, realistic, and cost-effective manner

3.12 The Consultant should prescribe guidelines and best practices on biometric technologies, biometric standards, various processes on registration, authentication etc.

3.13    The Consultant should identify and the development of business models of the SLUDI ecosystem where it should include the different types of revenue generated through the provision of services.  It should allow the organization to objectively assess expected revenues, expected costs, benefits, policy implications and risks associated with the proposed business model.

3.14    The Consultant should ensure the expert resources who are requested part-time through this assignment/ contract is available on-demand throughout the duration of the assignment/contract without delay to ongoing SL-UDI project activates.

3.15    The Consultant should ensure adequate support staff to assist the full-time project management resources assigned to this project.

3.16    The Consultant should verify and validate the SL-UDI technical implementation, including the application architecture and design including application architecture, deployment architecture, integration architecture, data architecture, security architecture and infrastructure architecture deployment.

3.17    The Consultant should verify and validate the installation, configuration and commissioning activities by the suppliers associated with the SL-UDI implementation.

3.18    The Consultant should review and verify information security and privacy policies, guidelines and frameworks during the SL-UDI implementation.

3.19    The Consultant should identify and promote compliance requirements to be implemented.

3.20    The Consultant should review and provide recommendations for the deliverables submitted by suppliers. This will be used by ICTA during the supplier deliverables acceptance process.

3.21    The Consultant should be responsible for monitoring the SL-UDI implementation timelines to ensure timely completion of the SL-UDI implementation in accordance with the respective Project plans.

3.22    The Consultant should ensure risk assessment and monitoring and provide necessary support for risk mitigation.

3.23    The Consultant should be a strategic partner in providing inputs to ICTA Top Management with regard to the timely completion of the SL-UDI implementation targets and ensure operational governance.

3.24 The Consultant should also review and provide recommendations for the UAT (User Acceptance) of respective assignments associated with the SL-UDI.

3.25 The Consultant should develop the SL-UDI Project and Operational Governance Framework. It should include among others, criteria to be used to satisfy key checkpoints in the governance framework including but not limited to procedures for measuring SLA parameters, requisite internationally recognized certifications or protocols.

3.26 The consultant should produce documentation on following areas (not limited to)
    3.26.1.1 RACI Matrix
    3.26.1.2 Access Control Policy and Procedure
    3.26.1.3 Business Continuity Management Plan
    3.26.1.4 Capacity Management Policy and Procedure
    3.26.1.5 Change Management Policy and Procedure
    3.26.1.6 Development and Maintenance Policy and Procedure
    3.26.1.7 Dispute Resolution Policy
    3.26.1.8 Governance Policy
    3.26.1.9 Incident Management Policy and Procedure
    3.26.1.10 Information Backup Management Policy and Procedure
    3.26.1.11 Information Security Policy for Technical Users
    3.26.1.12 Log Management Policy and Procedure
    3.26.1.13 Patch Management Policy and Procedure
    3.26.1.14 Service Level Management Procedure
    3.26.1.15 Stakeholder onboarding Policy and Procedure
    3.26.1.16 Vulnerability Management Policy and Procedure

The Consultant should review and verify and assist ICTA to implement best practices stipulated in the standard operating procedures recommended by respective service providers.

4. **Professional Staff and Engagement approach**

4.1 Following key professions are required for the core team

| No | Key Professional Staff | Total Duration (work-months) | Allocation |
|----|-----------------------|:---:|---|
| 1 | Technical Project Manager | 12.0 | Full-time |
| 2 | Infrastructure Architect | 3.0 | % (Need basis) |
| 3 | IS and Data Privacy Architect | 4.5 | % (Need basis) |
| 4 | Application Architect | 4.5 | % (Need basis) |
| 5 | Biometric Expert | 3.0 | % (Need basis) |
| 6 | Business Process ID Expert | 2.5 | % (Need basis) |

4.2 The Consultant should allocate a full-time Project Management professional for this assignment. The other key professionals can be allocated on need basis.

4.3 The Consultant should ensure the other key professionals who are requested part-time through this assignment/ contract is available on-demand throughout the duration of the assignment/contract without delay to ongoing SL-UDI project activates.

4.4 The Consultant should ensure adequate support staff to assist the Project Management professional are assigned to this project.

5. **Final outputs, Reporting Requirements, Time Schedule for Deliverables**

The total project duration is 12-months. The consultant is required to submit the following list of deliverables.

| No | Deliverable | Duration |
|----|-------------|----------|
| 1 | Successful Acceptance of the following;<br>1.1 Activity schedule for deliverables<br>1.2 SL-UDI Programme Strategy & Roadmap (First Draft)<br>1.3 Monthly Activity Report | Effective date + 1 month |
| 2 | Successful Acceptance of the following;<br>2.1 SL-UDI Programme Strategy (Finalized Document)<br>2.2 Business Models<br>2.3 Risk Management Plan<br>2.4 Information Security Plan<br>2.5 RACI Matrix<br>2.6 Monthly Activity Report | Effective date + 2 month |

| 3 | Successful Acceptance of the following; | Effective date + 4 month |
| --- | --- | --- |
| | 3.1 Monthly Activity Report | |
| | 3.2 Access Control Policy and Procedure | |
| | 3.3 Business Continuity Management Plan | |
| | 3.4 Capacity Management Policy and Procedure | |
| | 3.5 Change Management Policy and Procedure | |
| | 3.6 Development and Maintenance Policy and Procedure | |
| | 3.7 Dispute Resolution Policy | |
| | 3.8 Governance Policy | |
| | 3.9 Incident Management Policy and Procedure | |
| | 3.10 Information Backup Management Policy and Procedure | |
| | 3.11 Information Security Policy for Technical Users | |
| | 3.12 Log Management Policy and Procedure | |
| | 3.13 Patch Management Policy and Procedure | |
| | 3.14 Service Level Management Procedure | |
| | 3.15 Stakeholder onboarding Policy and Procedure | |
| | 3.16 Vulnerability Management Policy and Procedure | |
| 4 | Successful Acceptance of the following;<br>1. Monthly Activity Report | Effective date + $4^{th}$ month onwards, monthly till the $12^{th}$ month. |

## 6. Facilities and services provided by ICTA

6.1  The SL-UDI initiative and related documentation
6.2  Documents related to the key procurements mentioned in the Scope of Service
6.3  Seating, connectivity facilities at the SL-UDI Project Office.

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