THE DIGITAL MALAWI ACCELERATION PROJECT

GRANT NUMBER	**:**	**IDA-E338-MW**
PROJECT NUMBER	**:**	**P505095**

TERMS OF REFERENCE (TORS) FOR CONSULTANCY SERVICES TO ASSESS THE BACKEND INFRASTRUCTURE OF THE NATIONAL REGISTRATION AND IDENTIFICATION SYSTEM (NRIS) AND THE CIVIL REGISTRATION AND VITAL STATISTICS (CRVS) SYSTEM AND DEVELOP DETAILED USER REQUIREMENTS AND TECHNICAL SPECIFICATIONS — FIRMS SELECTION

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1. Background

Information and Communication Technology (ICT) is now globally recognized as an essential tool in promoting competitiveness, job creation, sustainable development, and overall poverty reduction. A combination of widespread access to broadband and a robust ICT services ecosystem can offer a powerful platform for reducing poverty, improving human development and increasing government transparency and efficiency. ICTs have the potential to transform business and government - driving entrepreneurship, innovation and economic growth and breaking down barriers of distance and cost in the delivery of services.

In recognition of the critical role that ICTs plays in fostering socio-economic development and empowering the poor, the Government of Malawi secured a grant from the World Bank to implement an ICT Project, the Digital Malawi Acceleration Project (DMAP). The line Ministry and owner of the Project is the Ministry of Information and Communication Technology (MoICT) whereas lead implementation agency for the project is the Public Private Partnership Commission (PPPC). Other stakeholders include Ministry of Education, Malawi Research Education Network (MAREN), the National Registration Bureau (NRB), the Malawi Communications Regulatory Authority (MACRA), Ministry of Lands and others

The Malawi National Registration Bureau is responsible for maintaining the National Registration and Identification System, which serves as the country's foundational identity and civil registration platform. Since the introduction of the National ID and Civil Registration programs, Malawi has made significant progress in registering citizens and strengthening identity-based service delivery across government, financial institutions and development programs. The system supports multiple functions including biometric enrolment, identity verification, card production, civil registration processes (issuance of birth, marriage and death), and secure data exchange with authorized stakeholders.

As the National ID has become deeply integrated into national systems, the importance of a reliable and well managed frontend and backend infrastructure has increased. The Government of Malawi, through the National Registration Bureau and in alignment with the Digital Malawi initiative, aims to ensure that the core systems supporting identity management continue to operate efficiently, securely and with the capacity to meet future demands. This includes confirming the current architecture, reviewing operational processes, documenting existing configurations and understanding how the platform interacts with other national systems and services. To meet user and customer satisfaction, the frontend has also to meet current and future demands to support processes in the frontend and backend infrastructure.

In this context, the Government intends to engage a qualified consulting firm to carry out a detailed study of the existing frontend and backend environments and develop a structured modernization plan that will guide future investments and strengthen the long-term sustainability of the National ID and Civil Registration and Vital Statistics program.

2. Objectives of the Assignment

The objective of this assignment is to support the National Registration Bureau in developing a complete and accurate understanding of the current frontend and backend infrastructure and core systems underpinning the Malawi National Registration and Identification System (NRIS) namely National ID and Civil Registration and Vital Statistics components. The firm will carry out a detailed "As Is" assessment covering system architecture, data flows, operational processes, integrations and supporting infrastructure.

Building on this assessment, the firm will propose a structured and forward-looking frontend and backend system that reflects national priorities and future program needs. This will include practical options for modernization, enhancement of system resilience, improved operational efficiency, strengthened interoperability and preparation for future integrations.

The assignment aims to provide the Government of Malawi with evidence-based guidance and a phased implementation roadmap that supports long term sustainability, reliability and scalability of the National Registration ecosystem.

3. Scope of Work

The consulting firm will undertake a comprehensive technical and operational study of the frontend and backend infrastructure supporting the Malawi National Registration and Identification System. The scope includes five major task groups, each addressing a specific component of the assessment and modernization process.

Task 1. "As Is" Assessment

The firm will undertake a comprehensive and structured "As Is" assessment of the frontend and backend application and infrastructure supporting the Malawi National Registration and Identification System and the existing vital statistics registration regime and propose a modernize, efficient and interoperable enrolment/ registration regime along with its backend system architecture. This will include a full review of system architecture, server infrastructure, storage platforms, virtualization layers, network (design, security, performance, current network challenges etc.), operating systems, third party software licenses, databases, Multibiometric

System, PKI components, card production systems (including physical personalization infrastructure) and the performance of the business transaction processes e.g. enrolments, verifications, issuance of output documents, etc. The assessment will document configurations, operational procedures, workflows, integration points, system interfaces, input/output documents and data exchange mechanisms with internal and external stakeholders. The firm will review the existing Network/ Connectivity and its security analysis (at rest and in transit) and further establish data sharing protocols between feeder and consumer agencies for e-KYC. The firm will evaluate the efficacy of existing ABIS with respect to its deduplication and authentication

The firm will review data center arrangements, disaster recovery setup, monitoring tools and operational practices followed by NRB technical teams. All findings will be consolidated into a complete and validated baseline description of the existing technical environment to guide subsequent analysis and planning.

Task 2. Analysis and Mapping

The firm will analyze all collected information to map interdependencies across infrastructure layers, identity life cycle functions and supporting systems. This includes assessing how existing components interact, how workloads are managed, and how processes flow across enrolment, verification, card production, certificate printing and data exchange functions. The team will structure findings into clear architectural views, operational models and system utilization patterns that will provide a comprehensive understanding of current operations and technical relationships. The firm will also assess the technical capacity of NRB technical teams in terms of their capacity and capability to seamlessly handle the backend operations.

Task 3. Way Forward and Modernization Options

Using insights from the “As Is” assessment and mapping exercise, the consultancy will develop forward looking options for enhancing business processes, system performance, resilience and scalability. This includes evaluating architectural design principles, proposing modernization pathways, identifying opportunities for optimization and recommending solutions aligned with international best practices and Malawi’s Digital Transformation priorities. Proposed options will support future integration needs, data protection requirements and long-term sustainability of the National Registration ecosystem. Based on the earlier “As Is” assessment the firm must propose training needs aligned with the proposed solution. The training program must aim to capacitate the NRB’s resources for in-house systems and infrastructure management and support, minimizing reliance on external assistance.

Task 4. Implementation Roadmap

The firm will prepare a 12-month phased implementation roadmap that organizes recommended interventions into short-term, medium-term, and long-term actions (for a minimum of 5 years) both systems infrastructure and resource training needs. The roadmap will outline sequencing, dependencies, required resources and indicative timelines. It will also include high level cost considerations, draft procurement packages and guidance on implementing upgrades including software licenses with minimal disruption to ongoing operations. The roadmap will provide a structured, practical and actionable plan for system modernization.

Task 5. Capacity Building and Change Management

The consultancy firm will also assess the National Registration Bureau's current technical capacity and identify training needs required to support future system operations and public service delivery. As part of the deliverables, recommend skill development pathways, knowledge transfer mechanisms, documentation improvements and operational structure enhancements. The firm should recommend the minimum skill set required to effectively and efficiently support the ecosystem and strengthen business processes, manage routine system operations, promote adherence to standardized procedures and support a smooth transition during modernization activities, ensuring long-term institutional ownership and capability.

All findings developed under the five task groups shall be presented in a clear, specific and structured manner to support informed decision making and the formulation of appropriate technical actions. The firm will categorize and prioritize these findings using a consistent methodology defined in the inception report, ensuring transparency in how issues, observations and recommendations are organized. Where relevant, the firm may include suggestions informed by good international practices to guide system strengthening, while clearly distinguishing these from factual assessments. All reports will be shared with the National Registration Bureau for review of any factual inconsistencies. The firm shall maintain independence, objectivity and evidence-based conclusions throughout the assignment, ensuring that all recommendations are technically justified and supported by verifiable information.

4. Methodology and Approach

The firm shall adopt a structured, transparent and evidence-based methodology to ensure a comprehensive understanding of the existing backend environment and the development of a technically sound way forward. The assignment will begin with an inception phase during which the firm will review background documents, refine the scope, confirm data needs and present a detailed work plan outlining tools, assessment methods and criteria for prioritizing findings.

Information will be gathered through document analysis, technical interviews, system walkthroughs and direct observation. The firm will engage closely with National Registration Bureau teams to understand configurations, workflows, operational practices and system interactions. Site visits will be conducted to the primary data center, disaster recovery facility and other relevant locations to observe infrastructure, network setups, monitoring tools and security arrangements.

International standards, architectural frameworks and benchmark comparisons will guide the analysis. Mapping exercises will document data flows, integrations, identity life cycle processes and interdependencies across Automated Biometric Identification System (ABIS), Public Key Infrastructure (PKI), card production and supporting infrastructure. Findings will be validated through joint technical sessions with NRB.

Based on validated evidence, the firm will develop modernization options and a phased implementation roadmap aligned with national needs, ensuring traceability, clarity and long-term institutional value.

5. Deliverables and Reporting Requirements

The firm shall provide the following deliverables in accordance with the work plan agreed during the inception phase. All reports shall be clear, evidence based, and supported by relevant documentation, diagrams, data tables and annexes. Draft versions will be submitted for review by the National Registration Bureau prior to finalization. All reports must be provided in editable formats and accompanied by presentation materials summarizing key findings.

a) Inception Report

The firm shall submit an inception report outlining its understanding of the assignment, refined objectives, methodology, tools, data collection plans, stakeholder engagement approach and detailed work plan. The report will also specify the framework for categorizing and prioritizing findings during the assessment.

b) "As Is" Assessment Report

The firm will prepare a detailed and structured "As Is" Assessment Report that provides a complete technical baseline of the existing backend environment. The report shall include but not be limited to the following,

- A comprehensive description of the current system architecture covering core applications, ABIS, PKI, card production systems and supporting systems.
- Detailed infrastructure inventories for servers, storage, virtualization layers, operating systems and networks.
- Data flow diagrams illustrating identity life cycle processes, integrations, and system interdependencies.
- Documentation of all system interfaces and data exchange mechanisms with internal and external stakeholders.
- Workflow descriptions outlining operational processes followed by National Registration Bureau technical and functional teams.
- Data center environment overview including physical setup, configurations, network topology and access controls.
- Disaster recovery and business continuity arrangements, including system replication processes and operational readiness.
- Monitoring tools, logging mechanisms and operational controls currently in use.
- Summary of observed operational dependencies, routine procedures and system management practices.
- Validated diagrams, tables, inventories and annexes supporting the overall technical baseline.
- Current licenses and their associated Annual Cost.

c) Options and Way Forward Report

The consulting firm will outline technical options for modernization and system strengthening. Proposed options will reflect operational realities, architectural considerations, and alignment with national digital transformation priorities and applicable national laws on identity and data privacy in Malawi. Recommendations will be clearly distinguished from factual assessments.

d) Implementation Roadmap and Costed Action Plan

The consulting firm will deliver a phased and actionable roadmap detailing sequencing, dependencies, indicative timelines and high-level costing. The roadmap will guide future investments and ensure practical progression toward modernization.

e) Capacity Building and Knowledge Transfer Plan

The firm will propose targeted capacity strengthening measures including training needs for both operational and technical staff, costing, documentation requirements and mechanisms for long-term operational ownership.

f) Procurement Packages:

The firm will develop and prepare sample/templates procurement packages including Terms of Reference (ToRs) and Requests for Proposals (RFPs) for all activities recommended for procurement depending on the time and circumstances when the procurement will be done, the details may need to be revised.

g) Final Consolidated Report

A comprehensive final report integrating findings, options, roadmap elements and capacity building recommendations. The report will include an executive summary, annexes and a final presentation to NRB and stakeholders.

Tabular Summary of Deliverables

Deliverable	Description	Key Contents	Timeline
Inception Report	Understanding and methodology	Work plan, tools, data needs, prioritization framework	Two weeks from contract signature
"As Is" Assessment Report	Technical baseline	Architecture diagrams, inventories, workflows, configurations	6 weeks after contract signature
Options and Way Forward Report	Modernization options	Alternative approaches, implications, design principles	6 weeks after contract signature
Implementation Roadmap & Costed Action Plan	Phased modernization plan	Sequencing, timelines, costing, dependencies	8 weeks after contract signature
Capacity Building Plan	Strengthening institutional capacity	Training needs, documentation strategy	8 weeks after contract signature
Procurement Packages	Final Drafts of ToR & RFP's	Technical specifications, capacity and implementation approach	12 weeks after contract signature
Final Consolidated Report	Complete assignment documentation	Final synthesis, annexes, presentation	12 weeks after contract signature

6. Payment Schedule

The following payments will be made according to the schedule below:

- 15% of the contract amount shall be invoiced and paid upon submission and acceptance of an Inception Report
- 20% of the contract shall be invoiced and paid upon submission and acceptance of As Is Assessment Report and Options and Way forward Report
- 30% of the contract shall be invoiced and paid upon submission and acceptance of Implementation Roadmap & Costed Action Plan and Capacity building plan
- 15% of the contract amount shall be invoiced and paid upon submission of sample Procurement Packages (Final Drafts of ToR & RFP's)
- 20% of the contract amount shall be invoiced and paid upon submission and acceptance of final consolidated Report.

7. Implementation Arrangements

a) Client and Implementing Agency

The National Registration Bureau will serve as the primary client for this assignment. The firm will work under the overall guidance of the designated Project Implementation Team responsible for coordinating activities related to the Malawi National ID system. All official communication, submission of deliverables and requests for clarification will be directed through the designated focal person appointed by the National Registration Bureau.

b) Coordination and Oversight

The Project Implementation Team will provide oversight throughout the assignment, facilitate access to relevant documents, and coordinate meetings with internal departments and external stakeholders. The team will review all submitted deliverables, provide consolidated feedback within the specified timelines and ensure alignment with broader national priorities. The firm is expected to maintain continuous communication and share periodic progress updates to support transparency and timely decision making.

c) Access to Information and Stakeholders

The National Registration Bureau will facilitate access to technical teams, system administrators and any relevant stakeholders necessary for the completion of the assignment. This will include access to system documentation, architecture diagrams, operational procedures and site visits to the primary data center, disaster recovery site and other relevant operational locations.

d) Working Arrangements

The firm shall organize and manage its field activities, interviews, consultations and technical assessments in coordination with the Project Implementation Team. The firm will ensure that its experts are available during key phases of the assignment and for all validation workshops, technical walkthroughs and presentations to the National Registration Bureau and associated partners.

e) **Decision Making**

Final decisions related to deliverable approval; acceptance of revisions and confirmation of completion will rest with the National Registration Bureau. The firm shall incorporate all required feedback and ensure that deliverables meet the agreed performance criteria before final acceptance.

General Conditions

- The Client (NRB) will provide comments within one week of receiving any draft deliverable.
- The firm shall submit revised versions after receiving the Client's feedback.
- Payments will only be released once the Client confirms in writing that deliverables are complete, accurate and meet the required quality standards.

8. Duration of the Assignment and Level of Effort

a) Duration of the Assignment

The assignment is expected to be completed within 12 weeks. The overall timeline will cover all phases of the work including inception, data collection, technical assessment, preparation of reports, validation workshops, and submission of final deliverables. The firm shall ensure the availability of all proposed experts throughout the agreed duration and shall adhere strictly to the deadlines for each deliverable as defined in the approved work plan.

b) Level of Effort

The level of effort for this assignment is expected to be high, considering the technical complexity, multi-phase approach, and the requirement for extensive stakeholder engagement, site visits, and detailed frontend and backend infrastructure assessment.

The total level of effort is estimated at approximately 180–220 person-days over the 12-week period. Bidders are required to propose a detailed breakdown of professional inputs for each expert, aligned with their proposed methodology and work plan.

The level of effort shall adequately cover all phases of the assignment, including inception, data collection, field/site assessments, stakeholder consultations, technical analysis, preparation of reports, validation workshops, and submission of final deliverables. The distribution of effort among team members must be clearly justified and demonstrate alignment with the complexity of tasks and deliverables at each stage of the assignment.

c) Key Milestones

The work plan in the inception report shall include clear milestones covering:

- Completion and submission of inception report.
- Submission of the "As Is" Assessment Report.
- Submission of the Options and Way Forward Report.
- Submission of the Implementation Roadmap and Costed Action Plan.
- Submission of the Capacity Building Plan.

- Submission of all Procurement Packages
- Submission of the Final Consolidated Report.

Each milestone will be tied to specific outputs and will guide monitoring of progress throughout the assignment.

9. Qualifications and Experience of the Firm

a) Required Experience of the Firm

The firm through their recommended pool of proposed resources, must demonstrate having a minimum of five (5) years of experience in assignments related to national identity systems, civil registration, and large-scale information systems. The proposed team/ resources should have successfully completed at least three (3) similar engagements involving frontend and backend infrastructure assessments, system modernization planning, data center evaluations, biometric system analysis, and high level technical advisory services. Experience working with government institutions, national registration authorities or digital identity programs in comparable environments is strongly preferred. Experience with development partner funded assignments such as World Bank will be considered an added advantage.

b) Technical Competencies Required

The firm through them should have proven capabilities in the following areas.

- Identity management systems, including biometric technologies and secure credential solutions
- Large scale frontend and backend infrastructure, server platforms, virtualization, storage and enterprise networks
- System architecture design, capacity assessment and performance evaluation
- Data center design, disaster recovery, high availability and business continuity planning
- System integration, interoperability frameworks and secure data exchange
- Cybersecurity, access control, logging and monitoring technologies
- Preparation of modernization strategies, technical roadmaps and costed implementation plans

c) Organizational Capacity

The firm should have the capacity to mobilize skilled and qualified experts, manage multi-disciplinary assignments and deliver high quality technical outputs within the agreed timeframes. The firm must demonstrate sound project management practices, internal quality assurance processes and the ability to coordinate with government stakeholders and technical teams.

d) Eligibility Requirements

The firm must meet all eligibility requirements as outlined by the Client. This includes legal registration, financial standing, and absence of conflicts of interest. Supporting documentation may be requested during the procurement process.

10. Team Composition and Key Experts

The firm shall mobilize a team of highly qualified and experienced professionals with the technical depth and international exposure required to undertake a comprehensive assessment of the National Registration and Identification System. The experts proposed shall collectively demonstrate strong analytical capacity, familiarity with government operations, and a track record of delivering assignments of similar scale and complexity. Each key expert shall be available for the entire duration of the assignment and shall participate in all consultations, technical missions and validation workshops.

a) Team Leader / Senior Technical Advisor

Required Experience: A minimum of 10 years

- The Team Leader will provide overall strategic direction, quality assurance and coordination of the assignment. The expert shall have,
- An advanced degree in computer science, information systems, engineering or a closely related discipline.
- A minimum of ten years of progressively responsible experience in national identity systems, civil registration, digital governance or large-scale foundational ID programs.
- Demonstrated leadership of complex, multi stakeholder technical assessments financed by governments or development partners.
- Proven expertise in enterprise architecture, frontend and backend infrastructure, ABIS operations, PKI enabled systems, identity life cycle management and secure data exchange protocols.
- Substantial experience advising senior government officials and leading the preparation of modernization strategies, technical roadmaps and institutional strengthening plans.
- Excellent communication, coordination and reporting skills.

b) Frontend and backend infrastructure Architect

Required Experience: A minimum of 7 years

The Frontend and backend infrastructure Architect will lead the assessment of enterprise infrastructure. The expert shall possess,

- A minimum of seven years of experience in designing, reviewing or modernizing large scale ICT infrastructure in public sector.
- In depth knowledge of server platforms, virtualization technologies, storage architectures, enterprise networks and high availability configurations.
- Experience aligned with internationally recognized standards for data centers, infrastructure resilience and business continuity.
- A strong track record supporting modernization or transformation of national systems.

c) **Biometric and Identity Management Specialist**

Required Experience: A minimum of 7 years

This expert will lead the review of biometric and identity management systems. The specialist shall demonstrate,

- A minimum of seven years of experience in biometric enrolment, verification systems, and ABIS platforms.
- Strong familiarity with identity life cycle processes, matching algorithms and biometric performance considerations.
- Experience with secure credential technologies, including PKI, chip personalization and card management systems.
- Prior engagement in national ID, civil registration or biometric verification programs.

d) Network and Cybersecurity Specialist

Required Experience: A minimum of 7 years

This expert will review the security and communication layers of the system. The specialist shall have:

- Minimum of seven years of professional experience in network architecture, cybersecurity frameworks and secure enterprise communication.
- Demonstrated expertise in firewalls, intrusion detection, encryption standards, access control mechanisms, network segmentation and monitoring tools.
- Familiarity with international cybersecurity standards such as ISO 27001, NIST or equivalent.
- Experience assessing or designing secure environments for government or critical infrastructure systems.

e) Data Center and Systems Operations Specialist

Required Experience: A Minimum of 5 years

This expert will assess operational practices and site level arrangements. The specialist shall have,

- A minimum of five years of experience in data center operations, facility management and environmental controls.
- Knowledge of physical and logical access controls, operational procedures, power and cooling systems, and environmental monitoring.
- Experience with disaster recovery operations, backup routines, and hardware lifecycle management.
- Familiarity with international good practices for data center operations.

f) **Systems Analyst and Documentation Expert**

Required Experience: A minimum of 5 years

This expert will support structured documentation, mapping and consolidation of findings. The specialist shall demonstrate,

- A minimum of five years of experience preparing technical documentation for complex ICT or infrastructure assignments.
- Proven capability in workflow mapping, data flow diagramming and requirements structuring using internationally recognized methods.
- Strong analytical, drafting and visualization skills, with the ability to translate technical detail into clear and accessible documentation.

11. Performance Indicators and Quality Assurance

The firm shall ensure the highest standards of technical quality, accuracy and timeliness throughout the duration of the assignment. All deliverables, analyses and recommendations shall be developed using recognized international best practices, evidence-based methodologies and verifiable data sources. The performance of the firm will be assessed against the indicators and quality assurance criteria outlined below.

a) General Performance Requirements

- The firm shall undertake all tasks with professional diligence, ensuring that all findings, assessments and recommendations are technically sound and fully aligned with the scope of work.
- All deliverables shall be prepared in a clear, structured and coherent manner, suitable for review by technical and non-technical stakeholders.
- The firm shall maintain continuous communication with the Client, providing timely updates, consultations and technical clarifications as required.

b) Deliverable Submission and Revision Process

The deadlines specified in the contract represent submission dates for draft deliverables. The Client reserves the right to request revisions, additions or clarifications prior to acceptance of any deliverable as final.

- The Client shall provide consolidated feedback within one week of receiving a draft deliverable.
- The firm shall submit revised deliverables after receiving the Client's comments. This process ensures adequate opportunity for refinement and alignment with the Client's requirements.

c) Performance Indicators and Corresponding Quality Criteria

Performance Indicator	Quality Assurance Criteria
Completeness	Deliverables shall be one hundred percent complete and cover all required elements as per the approved work plan.
Accuracy	All outputs shall be factually correct, consistent and supported by verifiable information and sound technical reasoning.
Effectiveness	Deliverables shall contribute meaningfully to the achievement of the objectives of the assignment and support informed decision making.
Timeliness	All deliverables shall be submitted within agreed timelines and in accordance with the approved schedule.
Communication	All communication shall be professional, courteous and precise, ensuring clarity and mutual understanding.

d) Independence and Objectivity

The firm shall maintain objectivity and independence throughout the assignment. All conclusions and recommendations must be based on evidence and shall remain unchanged except where factual inaccuracies are identified and verified in consultation with the Client.

12. Data, Services and Facilities to be Provided by the Client

The National Registration Bureau, serving as the Client, will provide the firm with reasonable support to facilitate completion of the assignment. The Client's responsibilities will include access to information, coordination with stakeholders and logistical facilitation, as outlined below.

a) Access to Documentation and Data

The Client will make available all relevant documents, records and reference materials required for the assignment. This may include:

- System documentation, architecture diagrams and operational manuals.
- Existing reports, assessments and technical specifications.
- Policies, procedures and operational guidelines.
- Relevant datasets, logs or anonymized records necessary for technical analysis.

b) Access to Systems, Sites and Stakeholders

The Client will facilitate access to the primary data center, disaster recovery site and any other operational locations necessary for conducting the "As Is" assessment. The Client will also coordinate meetings and interviews with:

- National Registration Bureau technical and operational units.
- System administrators, developers and operational staff.
- Relevant government entities or partner institutions interacting with the National ID system.
- Such access will be arranged subject to security protocols and operational constraints.

c) Logistical Support and Coordination

The Client will assist in scheduling consultations, workshops and technical sessions. This includes identifying appropriate participants and ensuring their availability. The Client may support the provision of meeting venues for workshops and presentations as necessary.

d) Responsibilities Regarding Communication

All official communications from the firm shall be directed to the designated focal person appointed by the Client. The Client will provide timely clarifications, feedback on deliverables and coordination support to ensure smooth progression of the assignment.

e) Limitations

The Client will not be responsible for providing office space, equipment, transportation or IT tools for the firm's team. The firm is expected to make its own arrangements for all resources required to perform the assignment.

13. Responsibilities of the Firm

The firm shall be fully responsible for the timely, accurate and professional execution of all activities under this assignment. The responsibilities outlined below reflect the expected standards of conduct, project management and technical diligence required to ensure successful completion of the work.

a) Technical Execution of the Assignment

The firm shall carry out all tasks described in the Scope of Work using appropriate methodologies, tools and good international practices. This includes conducting all assessments, analyses, consultations and documentation necessary to produce high quality deliverables. The firm shall ensure that all findings and recommendations are based on verifiable evidence and sound technical judgment.

b) Mobilization and Management of Experts

The firm shall mobilize all proposed experts in accordance with the approved staffing plan. Each expert must be available for the duration of their assigned tasks and participate actively in stakeholder consultations, technical workshops and validation sessions. The firm is responsible for managing its team, ensuring coordination among experts and maintaining internal quality assurance processes.

c) Project Management and Coordination

The firm shall be responsible for overall coordination of the assignment, including scheduling activities, organizing field missions, consolidating inputs and ensuring timely submission of deliverables. The firm shall maintain regular communication with the Client, provide progress updates and promptly address any issues affecting implementation.

d) Provision of Tools, Equipment and Logistics

The firm shall provide all tools, software, equipment and logistical arrangements required for the assignment. This includes computers, documentation tools, communication systems, transportation for field visits and any other resources needed by the experts. The Client will not provide office facilities or operational resources.

e) Confidentiality and Data Protection

The firm shall maintain strict confidentiality of all data, documents and information shared during the assignment. Such information shall not be disclosed to any third party without prior written approval from the Client and shall be used solely for the purposes of the assignment.

f) Quality Assurance and Integrity

The firm shall implement internal quality assurance mechanisms to ensure that all deliverables meet the required standards of completeness, accuracy and clarity. The firm shall maintain objectivity, independence and technical integrity throughout the assignment.

14. Proposal Submission Requirements

Firms are invited to submit a comprehensive proposal that demonstrates their understanding of the assignment, proposed methodology, technical capabilities and financial competitiveness. Proposals shall be submitted in two separate envelopes: a Technical Proposal and a Financial Proposal, in accordance with standard procurement procedures. Only firms meeting the minimum technical requirements will have their financial proposals opened.