

INDIVIDUAL CONSULTANCY FOR DEVELOPMENT OF A CORPORATE PLAN AND BUSINESS PLAN FOR THE INFORMATION TECHNOLOGY RESOURCES DEVELOPMENT AUTHORITY –WP

Contract No: ITRDA/WP/CONS/2025/01

INVITATION FOR BIDS

1. The Chairman, Authority Procurement Committee of the Information Technology Resources Development Authority – Western Province (ITRDA-WP) invites eligible and qualified individual consultants to express their interest in providing consultancy services for the Preparation of a Corporate Plan and Business Plan for the Authority.
2. Interested individual consultants must provide information indicating that they are qualified to perform the services described in the Terms of Reference (TOR), including details of academic qualifications, relevant experience, and references to similar assignments carried out previously.
3. The detailed Terms of Reference (TOR) can be downloaded from the official website of the Information Technology Resources Development Authority – Western Province (www.itrda.wp.gov.lk) from 27 May 2025 to 17 June 2025. All applicants are requested to refer to the relevant TOR before applying.
4. Interested parties may obtain further information from:

Administrative Officer
Information Technology Resources Development Authority – Western Province
Sri Sangharaja Mawatha, Colombo 10
Contact Number: 011-2381125
Email: info@itrda.wp.gov.lk
5. Applications must include:
 - A detailed Curriculum Vitae (CV)
 - Copies of educational and professional certificates
 - Evidence of relevant previous consultancy experience
 - Financial proposal (separate sealed envelope)
 - Completed Application Form (attached to this document)

All documents must be submitted in a sealed envelope marked "INDIVIDUALCONSULTANCY FOR PREPARATION OF A CORPORATE PLAN AND BUSINESS PLAN– ITRDA" on the top

left-hand corner. Submissions must be delivered to the below address on or before 14:00 hrs. on 17 June 2025.

6. Shortlisted candidates will be invited for an interview. The decision of the Authority Procurement Committee shall be final.

Chairman,
Authority Procurement Committee,
Information Technology Resources Development Authority – WP,
Sri Sangharaja Mawatha,
Colombo 10.

APPLICATION FORM

INDIVIDUAL CONSULTANCY FOR DEVELOPMENT OF A CORPORATE PLAN AND BUSINESS PLAN TO THE INFORMATION TECHNOLOGY RESOURCES DEVELOPMENT AUTHORITY – WP

Contract No: ITRDA/WP/CONS/2025/01

Chairman,
Authority Procurement Committee,
Information Technology Resources Development Authority – WP,
Sri Sangharaja Mawatha,
Colombo 10.

1. Having examined the Tender Document including TOR for the execution of the above-named consultancy, I, the undersigned, offer to execute and complete such service therein in conformity with the aforesaid TOR in accordance with the Conditions.
2. I undertake, if my offer is accepted, to commence the service as stipulated in the Tender, and to complete the whole scope of work within the allocated time of three (3) months.
3. I understand that the Authority Procurement Committee's decision will be the final decision.
4. I confirm that my financial proposal is enclosed in a separate sealed envelope as required.
5. I hereby certify that all the information provided in my application is true and correct to the best of my knowledge.

Signature : _____

Name : _____

Address : _____

Contact Number : _____

Email : _____

Date : _____

TERMS OF REFERENCE (TOR)

Title of Consultancy:

Individual Consultancy for Preparation of a Corporate Plan and Business Plan for the Information Technology Resources Development Authority – Western Province (ITRDA-WP)

Report to :

Chairman, Information Technology Resources Development Authority – Western Province

Application Deadline :

17 June 2025

Basis of Contract :

Assignment Basis

Duration of Assignment :

03 Months (June 2025 - August 2025)

Section I: Background

The Information Technology Resources Development Authority – Western Province (ITRDA-WP) is the provincial government body responsible for the promotion, regulation, and advancement of digital infrastructure, IT capacity building, and technology-based service delivery within the Western Province of Sri Lanka. The Authority plays a critical role in aligning provincial digital strategies with national development goals, while empowering public sector institutions and communities through technology.

The development of a Corporate Plan and Business Plan for ITRDA-WP is a strategic priority to ensure focused and result-driven operations over the next 5 years. A well-structured corporate plan will guide the organization's strategic vision, streamline decision-making, set measurable goals, and ensure alignment with evolving public sector digital transformation initiatives. Similarly, the business plan will define the operational framework, resource allocation strategies, and financial sustainability measures to implement the corporate vision effectively.

Given the importance and urgency of establishing a clear strategic framework, ITRDA-WP proposes to recruit a qualified and experienced Consultant to design and develop comprehensive Corporate and Business Plans. The assignment will be conducted over a period of three (03) months, enabling timely formulation, stakeholder engagement, and board-level validation of both plans.

Section II: Objectives

The overall objective of this consultancy is to strengthen ITRDA-WP's strategic direction and operational efficiency in line with the province's digital development goals.

Towards this end, the Consultant should work closely with the ITRDA-WP senior leadership team to:

1. Assess current organizational capacities, challenges, and opportunities
2. Identify and prioritize strategic focus areas aligned with provincial and national digital transformation initiatives
3. Define the structure and scope of the Corporate Plan, including strategic objectives, key performance indicators (KPIs), and implementation timeframes
4. Develop a comprehensive Business Plan that translates strategic objectives into operational actions, resource requirements, and financial projections
5. Establish monitoring and evaluation frameworks to track progress and ensure accountability

This proposed Consultancy aims to establish comprehensive, realistic, and actionable roadmaps to guide the Authority's development efforts over the medium term (5 years). Both plans should incorporate measurable outcomes and provide strategic frameworks that facilitate effective planning, performance monitoring, and accountability across all departments of ITRDA-WP.

Section III: Scope of Works

The Consultant is expected to:

A. Corporate Plan Development

1. Review the key functions, mandates, and responsibilities assigned to ITRDA-WP, including any relevant strategic documents, provincial digital development priorities, and existing policies and operational frameworks
2. Conduct a comprehensive situational analysis, including:
 - Internal environment assessment (strengths and weaknesses)
 - External environment assessment (opportunities and threats)
 - Stakeholder analysis and mapping
3. Collaborate with the ITRDA-WP senior leadership team, divisional heads, and relevant stakeholders to identify and prioritize strategic focus areas, institutional challenges, and future opportunities
4. Facilitate a series of consultations, planning sessions, and workshops to gather input for the Corporate Plan and build consensus around the strategic direction and key priorities
5. Develop a comprehensive Corporate Plan that includes:
 - Vision and mission statements
 - Core values and guiding principles
 - Strategic goals and objectives
 - Key performance indicators (KPIs)
 - Implementation roadmap with clear timelines
 - Risk assessment and mitigation strategies
 - Monitoring and evaluation framework
6. Ensure that the Corporate Plan is practical, aligned with provincial and national development frameworks, and adaptable to evolving technological and governance contexts

B. Business Plan Development

1. Based on the Corporate Plan, develop a detailed Business Plan that includes:
 - Operational strategies for achieving strategic objectives
 - Organizational structure and human resource requirements
 - Financial projections and budgeting (5-year period)
 - Revenue generation and resource mobilization strategies
 - Marketing and communication strategies
 - Implementation schedule with milestones
 - Performance management system
2. Conduct financial analysis and forecasting to ensure the viability and sustainability of proposed initiatives
3. Develop operational guidelines and procedures for effective implementation of the Business Plan
4. Recommend institutional arrangements and capacity development needs to support the implementation of both plans

Section IV: Methodology

The Consultant is expected to discuss and mutually agree with the ITRDA-WP senior leadership team on the methodologies to be followed in order to deliver on the areas listed in "Scope of Works." The methodology should include, but not be limited to:

1. **Desk Review:** Analysis of existing documentation, organizational structure, legal framework, and previous strategic documents
2. **Data Collection:** Using appropriate tools such as surveys, interviews, and focus group discussions
3. **Stakeholder Consultations:** Engaging with internal and external stakeholders to gather insights and build consensus
4. **SWOT Analysis:** Identifying strengths, weaknesses, opportunities, and threats

5. **Strategic Planning Workshops:** Facilitating interactive sessions with key personnel to develop strategic components
6. **Financial Modeling:** Creating realistic financial projections based on strategic objectives and operational requirements
7. **Validation Meetings:** Presenting draft plans for feedback and refinement
8. **Documentation:** Preparing comprehensive and user-friendly documents that can serve as practical guides for implementation

Section V: Expected Output and Deliverables

1. **Inception Report:** A detailed work plan outlining the approach, methodology, and timeline for the assignment
2. **Draft Corporate Plan:** A comprehensive draft document covering all aspects outlined in the Scope of Works
3. **Draft Business Plan:** A detailed operational and financial plan aligned with the Corporate Plan
4. **Final Corporate Plan:** Incorporating feedback from ITRDA-WP leadership and stakeholders
5. **Final Business Plan:** Refined based on feedback and validation

A prescribed set of regular meetings should be conducted with the senior management of ITRDA-WP to gather insights, review strategic priorities, and align on the direction of both plans. The Consultant is expected to maintain regular communication with the senior leadership team and provide progress updates throughout the duration of the assignment.

A formal presentation of the Draft Corporate Plan and Business Plan shall be made to the senior leadership team, including the Chairman, Board of Directors, Director, and Divisional Heads, to obtain feedback, validate content, and finalize the documents for official endorsement.

Section VI: Timeline & Payment Terms

The Consultant will be paid a mutually agreed consultancy fee upon the successful completion of deliverables according to the schedule below. The payment will be based on submission and approval of deliverables by the Chairman, ITRDA-WP.

Deliverables and Timeframe:

Phase / Main Reports	Deadline	Payment Schedule
Inception Report	Contract date + Week 2	10%
Draft Corporate Plan	Contract date + Week 6	15%
Draft Business Plan	Contract date + Week 8	15%
Final Corporate Plan	Contract date + Week 10	25%
Final Business Plan	Contract date + Week 12	35%

Section VII: Responsibilities of the Consultant

1. The Consultant should thoroughly understand the mandate of ITRDA-WP and work conscientiously to deliver on the enumerated objectives and KPIs in the "Objectives" and "Scope of Works" sections
2. The Consultant should work collaboratively with all departments and stakeholders of ITRDA-WP to ensure comprehensive input and buy-in
3. The Consultant should conduct all necessary research, analysis, and consultations required to develop high-quality, evidence-based plans
4. The Consultant should regularly brief the ITRDA-WP leadership team on progress and escalate any issues that may impact timely delivery
5. The Consultant should ensure that all deliverables meet professional standards and are provided in both electronic and printed formats

6. The Consultant should maintain confidentiality regarding all information accessed during the assignment
7. The Consultant should incorporate feedback from ITRDA-WP leadership and stakeholders into the final documents
8. The Consultant should be available for presentations and discussions as required throughout the assignment period

Section VIII: Responsibility of the ITRDA-WP

The Consultant's effectiveness is very much the result of close teamwork between ITRDA-WP and the Consultant. The ITRDA-WP shall:

1. Provide the Consultant with access to all relevant documents, information, and data required for the assignment
2. Facilitate meetings with key stakeholders, including senior management, divisional heads, and external partners
3. Provide administrative support, including arranging meetings, workshops, and consultations
4. Designate a focal point/counterpart team to work closely with the Consultant throughout the assignment
5. Provide timely feedback on drafts and deliverables submitted by the Consultant
6. Provide the required office space, communication channels, and resources when the Consultant is working on-site
7. Ensure prompt review and approval of deliverables to facilitate timely payment
8. Support the Consultant in addressing any challenges or constraints that may arise during the assignment

Section IX: Professional Background and Experience Required for the Individual Consultant

1. Educational Qualifications:

- A Master's degree in a relevant discipline such as Strategic Management, Business Administration, Public Administration, Information Technology Management, or equivalent professional qualification

2. Professional Experience:

- Minimum of 15 years of professional experience, with at least 8 years in strategic planning, business development, or management consulting
- Demonstrated experience in developing corporate plans and business plans for public sector organizations, preferably in the IT/digital governance sector
- Previous experience working with government institutions in Sri Lanka, particularly at the provincial level
- Strong understanding of digital transformation initiatives and IT governance frameworks

3. Specific Skills and Competencies:

- Excellent analytical and strategic thinking capabilities
- Strong facilitation and stakeholder engagement skills
- Proficiency in financial modeling and budgeting
- Excellent written and verbal communication skills in English and preferably in Sinhala/Tamil
- Ability to work effectively with senior leadership teams
- Knowledge of performance management and monitoring systems
- Familiarity with public sector planning and budgeting processes

4. Required Deliverables for Selection:

- A preliminary concept note (maximum 3 pages) outlining the proposed approach to developing the Corporate Plan and Business Plan
- Examples of similar work conducted previously (with confidential information redacted as necessary)

Section X: Evaluation Criteria

Applications will be evaluated based on the following criteria:

Criteria	Weight
Educational qualifications	20%
Relevant professional experience	30%
Experience with similar assignments	25%
Preliminary concept note	15%
Interview performance	10%

Section XI: Confidentiality and Intellectual Property

All documents, data, and information provided to the Consultant by ITRDA-WP for the purpose of this assignment shall be treated as confidential. The Consultant shall not share or use this information for any purpose other than the assigned tasks.

All deliverables, including the Corporate Plan, Business Plan, and any other materials produced during the assignment, shall be the intellectual property of ITRDA-WP. The Consultant shall not reproduce, distribute, or use these materials without the express written permission of ITRDA-WP.

Section XII: Submission Requirements

Interested consultants are required to submit:

1. A detailed CV highlighting relevant qualifications, experience, and similar assignments undertaken
2. Copies of academic and professional certificates
3. A preliminary concept note (maximum 3 pages) outlining the proposed approach
4. References from previous clients for similar assignments
5. A separate sealed financial proposal indicating the expected consultancy fee
6. Completed application form as provided in the bid document

Applications should be submitted in sealed envelopes marked "INDIVIDUAL CONSULTANCY FOR PREPARATION OF A CORPORATE PLAN AND BUSINESS PLAN – INFORMATION TECHNOLOGY RESOURCES DEVELOPMENT AUTHORITY – WESTERN PROVINCE " to the address provided in the Invitation for Bids.

For any clarifications, please contact: Administrative Officer Information Technology Resources Development Authority – Western Province Sri Sangharaja Mawatha, Colombo 10 Contact Number: 011-2381125 Email: info@itrda.wp.gov.lk